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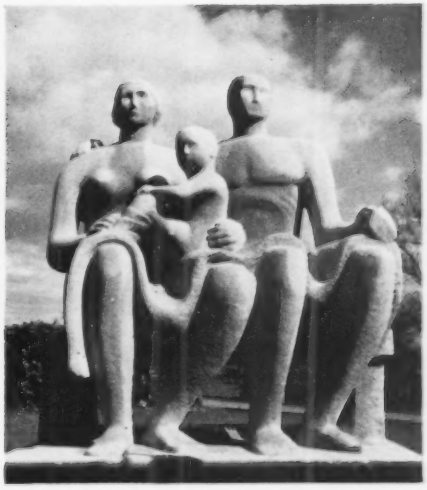

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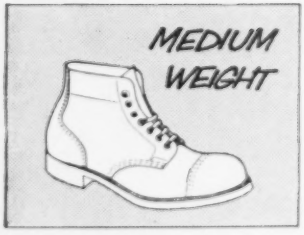

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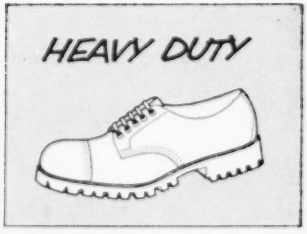

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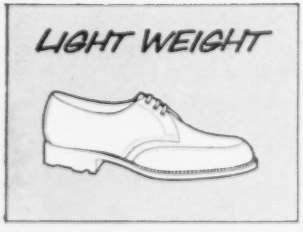

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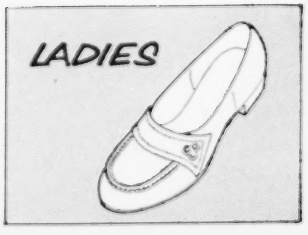

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September 1960

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Vol. 27. No. 243. Printed for the Proprietors, Shaw Publishing Co. Ltd., *registered office 180 Fleet Street, London, E.C.4, England (Waterloo 3388),* **by Samuel Temple & Co. Ltd., Vencourt Place, King Street, London, W.6.**

Advertisements, editorial and sales offices: Mercury House, 109-119 Waterloo Road, London, S.E.1 (Waterloo 3388). Subscription 30s. per year, post free.

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For further
Personnel Appointments
see also
Page 4

news and comment

by Colin Balfour

A TWEEDY, Saturday point-to-point in the City, for company chairmen, high horses only. That's what I picture when I read the bold commentaries on industrial life issued annually to shareholders.

But I nearly fell off my shooting-stick when my eye met J. Gibson Jarvie's sermon for 1960. He is anxious about conditions with which businessmen have to contend. He feels that "security, holidays with pay, pensions" corrupt, and he suspects the unions of intending "ultimately to supplant the Government".

Chairman of United Dominions Trust, Mr. Jarvie is fond of the image equestrian. Union executives contribute "about as much motive power as does the skin to the pantomine horse". This is followed by a display of masterly innocence. "The country's labour force now seems to be in the hands of shop-stewards who are largely responsible for whipping up the required enthusiasm for an annual round of strikes—*now grandly called 'withdrawals of labour'*" (my italics). I am not concerned with this chairman's limited knowledge of employee representation; but his censure of trade unionism is damaging, uninformed and could destroy goodwill where it is most needed.

The democratic privilege Mr. Jarvie enjoys—and shares with Mr. Krushchev's capitalist friend in America, also in world-champion class—can be abused. Anyway, the chairman of this company which is linked in the public mind with hire-purchase, may not be aware that credit-buying is causing more business instability in some areas (see page 7), than the unions. Careful, Mr. Jarvie; Ezra Pound is back in Europe!

IF YOU HAVE ever pointed the finger of scorn at the enterprising, axed officers who retire from the Forces into personnel management, with 'the happy knack' and a pocketful of medals, you may soon be shamed by events.

Mine-owners in Japan, wishing to reduce the price of coal, have threatened to get rid of 70,000 miners by 1963. After seven months, mediation was still impossible in this dispute, and picketing caused a pitched battle at sea (around mining wharves), when rival fleets totalling 24 ships engaged each other, injuring 237 union members and policemen. One union chartered 13 vessels to check shipping manned by company officials and pro-management union men. Ramming, boarding, fireworks set off horizontally—were techniques used in this off-shore argument.

Similarly, in America, helicopters were used by a management to leapfrog a picket-line to keep the plant going. The unions countered this airlift with an aerial picket-line, consisting of planes with slogan-bearing banners

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by Colin Balfour

news and comment

cutting a path of protest across the management corridor.

'Retired captains' of British industry on a self-sought draft to Personnel Exercises might be well advised to lay in a stock of ex-W.D. weapons in case unofficial stoppages become fashionable.

DISPUTANTS SO MILITANT are not a pretty prospect, and if I were to dwell on such unusual behaviour, I would be guilty of the charge the TUC has levelled at the employers and the Press; namely, showing "an obsessional interest with irregularities".

Although the General Council of the TUC has been forced to display this same obsessional interest for the purpose of its enquiry into strikes, it has redressed the balance with two absolutely sound suggestions in its interim report. Unions are urged to broaden the scope of procedure agreements and to increase the efficiency of their information services to make shop stewards more aware of the union's policy. Two cheers for this half-time result!

FAR LESS EXCITING is the news that more "after-housework jobs for women" are becoming available. Secretary of the Wolverhampton Employment Committee, Mr. I. Holliday, says that "More firms are introducing these shifts because this kind of part-time employment appears to be popular among married women". I am waiting for an industrial sociologist to acquire a few grey hairs over this popular scramble for labour. Maybe some Midland scholar has already started his *Study of the Home as Maintenance Depot for Married Worker and His Assistants*. I will be near the front of the queue if it is ever published.

THERE'S NO REASON why every management trainee should be an 'out-and-outer', as my left-wing friend would say—or even an Outward Bounder. In other words, although such admirable organizations as the Central Council of Physical Recreation run special, two-week courses in Snowdonia (October 1 and February 25), to test the initiative of young men in industry for a mere £20, there are more risky and cheaper methods.

Twenty-year-old Lawrence Taylor, a second-year apprentice with Rubery Owen & Company, hitch-hiked to Grimsby and made a trip to Iceland on a trawler—the return journey being accomplished on less than £5. Many firms could save themselves hours and pounds by remembering that it costs more to run a school than to hold examinations.

IF THAT SCHOOL should belong to someone else, then your management will have to dig well down into their stocking to indulge in a first-class development programme. For instance, Production Engineering's place at Egham (on this month's front cover) offers a 120-guinea course on work-study and management that lasts four weeks; or you might care to try the Urwick Management Centre's well-known six-week course in 'Management' for 275 guineas—both are non-residential. To think that a lad's entrance ticket to these business cloisters may have been secured initially with a £5 fishing trip.

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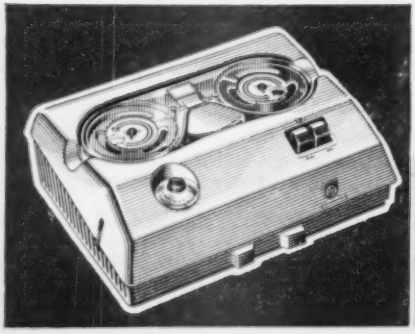

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Personnel Management

IN BRACKNELL

by S. M. G. Macdonnell

FACTORIES IN FIELDS: After only a few years in the Berkshire countryside, firms are outgrowing the New Town, and 'the housewife shift' is common practice

A NEW TOWN is a gift for the trend-spotter. Isolated, ordered and transparent to some degree, the New Town is too young to sport a strong character: it is defenceless against many of the pressures of contemporary society. Its struggles are on permanent exhibition. Bracknell is one of the fifteen New Towns created with such speed and optimism since the war, and its personnel specialists are well aware of the powerful forces—not peculiar to these conurbations of the 'fifties—that are intensified and predominate in immature communities.

For a start, there is hire purchase. The whole country has experienced a bout of 'never-never fever' which has had an unsteadying effect. I have no wish to imply that the 4,821 committals to prison of hire purchase debtors last year (twice the number of 1958) has any significant connection with the New Towns. But it is true that several Bracknell firms have a comparatively high labour-turnover because their employees need higher wages to meet their H.P. commitments without anxiety. In fact, there is among Bracknell workers more unrest directly attributable to immoderate credit-buying than can be blamed upon irresponsible agitators or on the usual clashes of interest.

Many of the New-Townspeople had no homes of their own before Bracknell was designated, and expanded from a small market centre of some 5,000 people to its present 25,000. A five-hundredweight van moved some couples and all their belongings to Bracknell, the only New Town west of London—and they had to buy knives and forks (with a small deposit) before they bought meat. With a basic wage of barely £9 and H.P. dues of over £14, the more improvident have grown tired of the strain of regular overtime so that they could take home a few pounds for housekeeping. Groping for a release from this situation, they take their annual holidays to try the job market—which makes the retention of employees a tough task for local personnel departments.

A threat even more critical for Bracknell employers is the current labour shortage. The basic idea that New Towns should be self-contained, with people living and working in the same place, is idealistic and Bracknell has proved already that the planners can hope for only partial success. They probably thought that the young married couples, fortified by domestic comforts and good jobs, would settle down, have families, and vacancies

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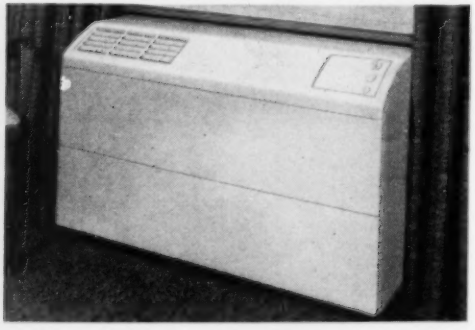

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Personnel Management

IN BRACKNELL

could be filled from local resources. Somewhere the bureaucratic mind, ignoring the vital difference between people and things, has suffered a betrayal by events. Going against the Development Corporation's form book, the family planning of parents has not been geared to the forward planning of business executives. Most firms moved to this particular town because they were growing rapidly; and with the lure of a new house, some must have thought their labour troubles were over.

The local population has been outpaced by the prosperity of the new firms. After only four years in Bracknell, one or two companies are considering a move to Northern Ireland where labour is available. Perhaps the embryo plan to double the town's size will solve this problem in time. But the builders will have to move quickly. In any case, this man shortage is complicated by the regional situation. Poaching on neighbouring firms is strenuous when there are 55,000 vacancies and only 21,000 unemployed in the whole S.E. region.

What about 'the Bulge'? Not a few Bracknell firms would be delighted with a glut of young job-seekers, but many of the 'immigrant' couples had been waiting for a home before starting a family—and it takes more than a few years to produce any sort of teenager. Though managements are shy to confess it, production is being held up for lack of people.

WITH twenty-five vacancies and, when I met him, not a hope of filling them, **Mr. J. R. Collingridge** is personnel manager with the **Wayne Tank and Pump Co. Ltd.** An offshoot of the Symington Wayne Corporation in America, they have been in this country for 30 years, moving from Sydenham with about 70 per cent of their present labour force in 1956. Human-relations ringmaster in this firm, which has about a quarter of the British and world market in liquid dispensing equipment, Mr. Collingridge does not hire and fire anyone. He has no disciplinary function.

No vacancy exists in this company until a requisition has been made out. An executive does this. The requisition is then approved by a director before the personnel manager can act. If it is a new appointment, a job specification is set out on the back of this form. "In all our advertisements we make four points, and if an applicant only refers to three in his reply, we do not care how good he is: we cannot consider him".

Everyone knows his place in this firm. Munro-Fraser's five-fold grading is used and all have calculated minimum and maximum earnings. From the assistant manager down, they are all graded. The advertisement manager chooses the media for recruitment because this work is clearly within his province. All managers have a schedule of responsibilities. But their job descriptions are broad enough so that Mr. Collingridge's 'fire-in-the-belly' recruits do not have their enthusiasm extinguished.

Vacancies are always advertised on the firm's notice boards, which are 'overhauled' weekly. It is a case of promote from within *wherever possible*. But there is very little room for the unqualified. Only star apprentices are appointed — poor quality applicants mean no intake. From his secretaries, his 'queens', Mr. Collingridge asks for half-a-dozen subjects at G.C.E. *O* level, and at least six months' foreign experience.

In the factory, it is all piece-work and as much overtime as the unions will allow. Staff are submitted to full psychological tests and, in some cases, group selection of a rigorous standard. When they are in, they endure/enjoy a biennial staff appraisal and salary review.

Female employees have an amenity of exceptional quality. The full-time nurse has the key to the ladies' rest room, which has thick fitted carpets, pictures and contemporary furniture. A works medical officer is retained and the 'top 20' executives have an annual check-up. On his recommendation, these 'stressmen' now have the privilege of three weeks' unbroken holiday. The same doctor also administered 120 polio injections in the firm's time.

"See that man over there. He's a graduate of Adelaide University. The company has an international pool for training and a policy of encouraging look-see tours".

"I love small committees".

"I've been trying to sell them a merit-rating scheme for some time.

"There are three acres out there we are waiting to build on".

This is Mr. Collingridge. Only his office door and a layer of piped music lie between him and the factory floor. He relies on two strong sticks to get about and he moves with difficulty. In his zest for work and in pride for his company, I know a number of personnel managers who would not keep up with him.

CORRUGATED PRODUCTS LTD., also have a purposeful personnel manager in **Mr. F. J. Worth.** Until seven years ago, this firm was only a small part of a factory in Ealing, where Mr. Worth began as a printer, was promoted to foreman and, after a period as superintendent, moved into his present position. His primary task is seeing that the firm has sufficient labour to maintain its output of some 20 million corrugated lamp-sleeves (printed in colour) each month.

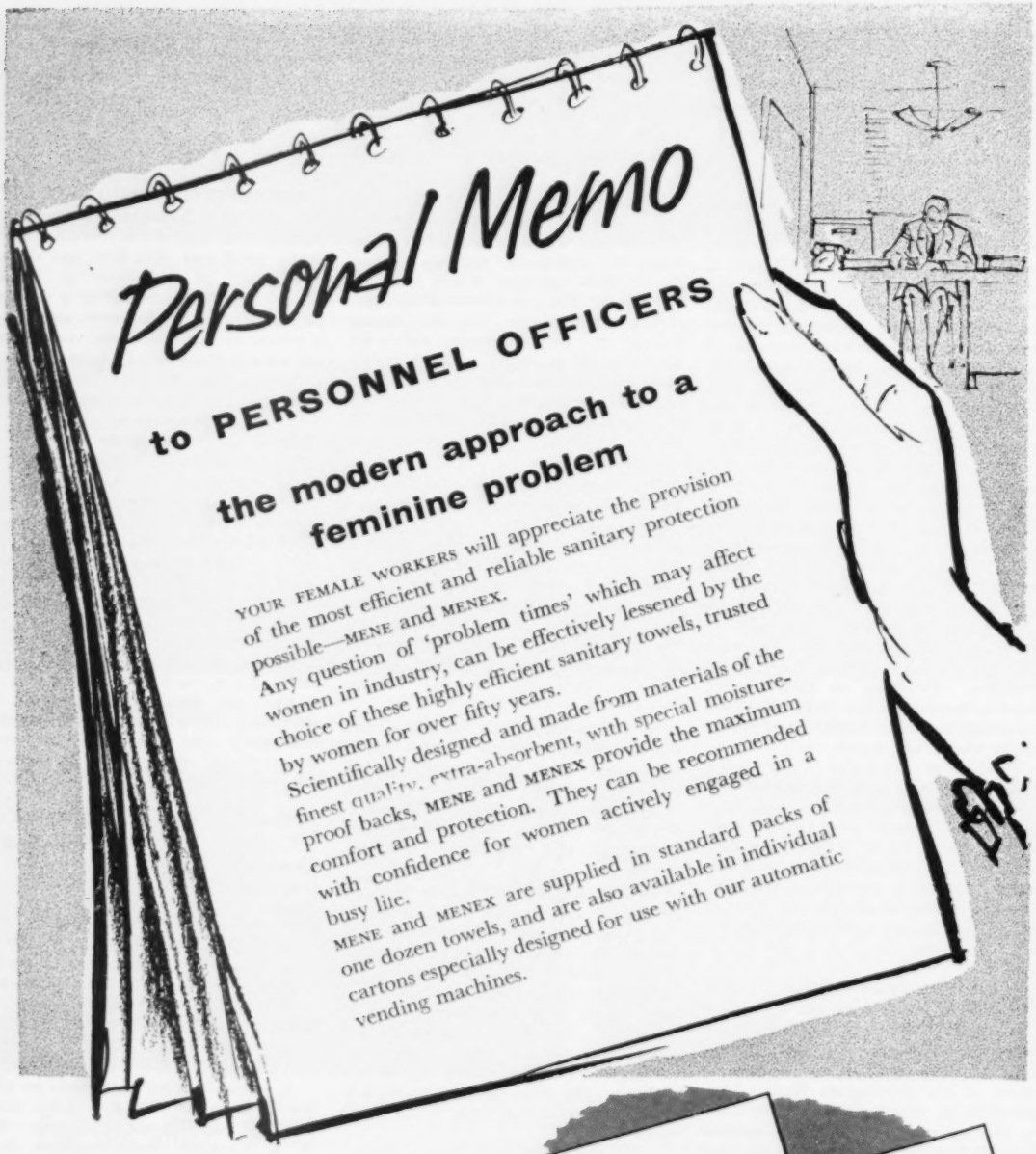
"You've got to be guv'nor. If you're slack with them, you know what the result will be". Responsible to the general manager, Mr. Worth spends much of his time 'chasing-up production'. Thirty employees were brought from Town and he has built up to a strength of 120 from local labour.

Mr. Worth has a chat with his foremen on a Monday: they plan the overtime for the week. Operating two shifts, 8 a.m. to 6 p.m., and 8 p.m. to 6 a.m., the intervals are covered by overtime; and it is the sort of firm that has never cut overtime—"not even when things were rough in January last year".

CONTRACT loaders and fillers of aerosols, the **Aerosol Packaging Company Limited,** is a service organization, with roughly one-third of the aerosol contract market (there are four such firms in the country). Prior to their Bracknell start in June, 1956, they were in Romford—all twelve members of the firm. Of course, they needed many times that number to begin production; and even the initial working force has been doubled in two years.

A non-union firm, they have an olde worlde spirit in that they have never paid for overtime until this year. **Mr. W. K. Froggatt,** works manager, deals with staffing problems here, and one significant change he has been forced to make concerns the allocation of houses to employees.

Each new Bracknell firm is 'allowed' for its employees 80 houses to the factory acre. A.P.C. restrict Development Corporation housing to male employees and their probation for eligibility has had to be extended from one to three months. If a man leaves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Personnel Management

IN BRACKNELL

the firm, the employer loses the option on the house once it is vacated. Unwise selection could seriously damage a company's recruiting prospects in this town.

OFTEN, there is a close relationship between how a firm regards visitors and how they treat their own people. Although **Premier Precision Ltd.,** who make jigs, tools and aircraft components, are remarkable for their banks of nemetia and beds of roses, the Rolls outside and a scent of Havana in the lobby, the small table in the reception area carries a hostile message. At the foot of the application forms on the table is the greeting:

"Please note—all engagements are subject to one hour's notice on either side for a probationery period of thirteen weeks". And beneath this warning, in red type, there appears: "Travelling expenses cannot be paid". Apparently, the Industrial Welfare Society has a few more battles to win.

TYPICAL of the firms attracted to Bracknell, is **Racal Engineering Ltd.,** which has grown from a staff of two with an office but no factory, to a complement of 700 employees, 85,000 square feet of highly productive space and an annual turnover "well into the second million pounds," inside 10 years. Racal are manufacturers of communications and other electronic equipment and their Personnel Officer, **Mr. M. Powell,** provides "a service to management. A young firm has to watch costs," so that it is very much a pioneering post for him.

"Yes, there is a local scarcity of secretarial staff, but there is a national shortage, most severe in South-East England; the relative lack of entertainment make it more difficult for the company to retain the services of career girls; married women will come out to work, but family commitments, particularly in the New Town, tend to prevent this. An evening shift does help to solve this problem to some extent.

"We operate a training section for girls for a preliminary period of four weeks to ensure they are up to standard before moving on to production. We look for native wit, manual dexterity, youth and the ability to be trained. We prefer to recruit 'A' stream secondary- and grammar-school boys with a craft-bias to become junior engineers and draughtsmen.

"There has been a slight drift of employees back to Town and surrounding industrial districts like Maidenhead, but we are in intense competition with larger firms".

As the labour force has increased in size, Mr. Powell's responsibilities have multiplied. He is responsible to the Financial Director and considers it a reflection of this Director's interest that there have been no disputes since he joined the company.

THE week-end before I spoke to **Mr. R. W. Sawyer,** works and general (and personnel) manager of **Broads Manufacturing Co. Ltd.,** they had a fire in the works. Everyone who was asked to help responded eagerly and after the fire was put out, five lorry-loads of debris were removed by the willing workers. That is the measure of the high morale in this place. It is a good old family business, with one family at the head of the parent Company in Paddington for some 90 years.

Fifty-five selected personnel were brought to Bracknell by coach before any decisions were taken. Though they are in their third year in this country town, the chairman still makes his monthly visit. It is his policy to visit every factory each month, and, after a general, questioning tour with the works manager, he makes a second personal tour. He stops and chats with everyone—even a junior who has been with Broads a month. The managing director makes a weekly visit: he stops and chats too. And at Christmas, the chairman himself distributes individual Christmas gifts.

"Most problems can be seen to hinge on the question of security", says Mr. Sawyer. "The fat is in the fire as soon as you try to move anyone to another machine". But I am sure that their superannuation scheme for manual workers (after 12 months' service) and the non-contributory sickness scheme help to persuade workers to stay on. Only five people have gone back to Town from Broads—and only one of his own volition.

"MY fundamental task is to make a profit, and that is what I tell everyone employed here. I look after the personnel aspect of the business to the mutual benefit of management and employees—and make a profit for the Company". Even missile production is a business. If you make them, even Blue Streaks must be sold—and that is the kind of business the **Sperry Gyroscope Company** are in here.

When speaking to **Mr. A. C. French,** Sperry's personnel manager, I forgot all about the perennial discussions of the personnel manager being 'between management and labour'—it seemed nonsense. He is one of the six managers under the head of Sperry's Bracknell Division, and he has a staff of 12; he sees his 'boss' daily at lunch, on demand and at the monthly management committee meeting. He is responsible for the recruitment, retention and economic employment of all persons on the site.

In the uproar over the cancellation of the Blue Streak, a lot of noise accompanied the redundancy at Sperry's. But normal company policy was applied, a miniature labour exchange was set up by the personnel manager and several hundred men were found jobs. It became the full-time work of one member of the personnel department to see that everyone was found alternative employment.

In a drawer of his desk, Mr. French keeps a chart of orders received for which people will have to recruited. He is even planning in stages the intake to cope with 'probable orders' for mid-1961. When a firm wants to employ one top-class scientist, they can afford the extra £100 or so to get their man; but when they employ hundreds, from professors down to 'higher nationalists', then the salary budget demands a bank manager's skill.

Of course, there are other firms in Bracknell: some are too busy developing to have any sophistication in management; others are not sure whether personnel management is more to do with wash-basins than astrology. In varying degrees, personnel management is there and it is growing.

Companies well established before moving to Bracknell, have the task of gently teaching old dogs new tricks, persuading inflexible managers to realize that a New Town creates a new type of person, with unfamiliar complications. The younger concerns will have to become more conscious of the fact that the production race can obscure the 'art and science of manhandling'. But every firm has to guard against putting out more branches than Bracknell's shallow roots can nourish.

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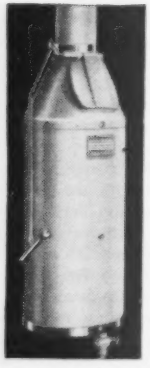

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ANOTHER S&N PRODUCT

Readers' Letters

Sir,

Eric Moonman's August article presented us with "Three American Techniques to Ponder." The research into methods of informing employees of management decisions is illuminating in its findings, and the McGregor approach to performance-appraisal merits serious consideration by British management, since most of our industrial concerns make no systematic attempt at performance appraisal of their employees.

'Sensitivity training' which, we are told, has sprung from the concept of group dynamics, merits little or no consideration however; except as an appalling illustration of the great American obsession with personality, with self-expression, above all with 'integration'. Placed in a British industrial context, it appears meaningless; as an aid to social acceptability and conversational facility, it may be useful —in which case, it should be relegated to the field of 'finishing schools', 'charm schools' and the like.

Mr. Moonman's details are, sensibly, purely factual. It would be interesting to have his and other candid opinions on the practice of 'Sensitivity Training'.

DENNIS UPTON.

Toynbee Hall,
London, E.1.

Sir,

I would like to remark on the Departmental Manager and the conflict which he felt existed between what is desirable for the development of individual members of a firm and what is desirable for the firm's profitability. If there is any conflict at all, it can only be in one direction; namely, that what is desirable for profitability is sometimes detrimental to the welfare and development of the employee. In the reverse direction, it is my opinion that there can never be any conflict. The development of the capabilities and satisfaction of the employees in a firm can only be beneficial, since the capacity of the firm is no more than the total of the individual abilities of its employees.

What may be debated is the *degree* of profitability and the period over which it is obtained. If employers are looking for immediate cash profits, it may well be that a high degree of specialization, without regard to human satisfaction and breadth of vision in the individual, will help to achieve this aim; but it is to be hoped that there are few firms who take this short-sighted view. Shareholders and directors of any commercial enterprise have a greater responsibility than for the quick accumulation of profits. On their shoulders rests the duty of seeing that our industrial and commercial life remains healthy, and able to withstand the shocks and changes of present-day international trade.

On a much larger scale, they have the same responsibility as the private owner of past generations who built his business up on a solid foundation, not merely to provide a reasonable living for himself but also to provide a future living for his children and the children of his employees. This entailed the ploughing back of profits and, on occasions, expenses on working conditions and staff welfare which did not show any immediate returns, but which laid down the foundations for the continued stability and success of the firm. An employer's responsibility today, particularly in the very large firms, is a responsibility to the nation as a whole. We shall survive as a major industrial power only if employers and employees work as a team, sharing the results of their labours and using their talents to take advantage of new technical processes and to meet the changing demands of the times.

In the case of the chemical testers mentioned by your correspondent, there is a case, with the large turnover of female staff, for avoiding unnecessary expense on training which is going to be of value for only a short time. In the case of the male staff, I feel that your correspondent's policy is absolutely right and that it is essential to maintain a breadth of outlook and mental flexibility among employees doing specialized work. One must remember that industry and commerce do not exist merely for financial return —they exist for survival both of employers and employees, and of all the people who depend upon their products. It is not in the nature of responsible men to exist in comfort while sacrificing the survival chances of their children.

It is true that welfare benefits can be overdone and that too many amenities gratuitously provided may have the effect of softening character, stifling initiative and encouraging laziness. A little alcohol is a stimulant but too much makes one incapable. Benefits should be carefully planned and be introduced step-by-step, in keeping with the times, so that they become naturally a part of an employee's life without disturbing his stability.

D. V. COUTTS.

Triangle Court,
Cape Town.

Sir,

Since the TUC issued its interim report on industrial stoppages, I have seen nothing but excuses for the British Employers' Confederation, who are apparently reluctant to undertake a similar appraisal with the emphasis on management's record.

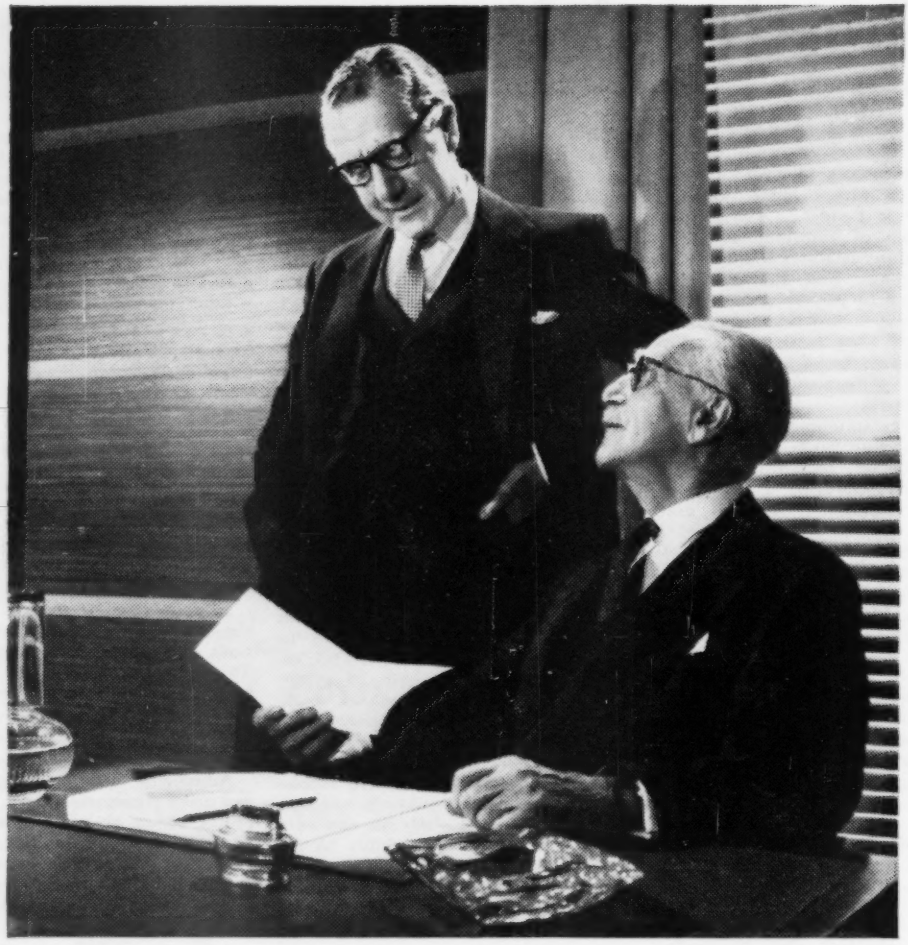
It seems that people feel there is no similarity between the two organizations in their relations with members. This is mistaken. In the first place, is it not a fact that, like the BEC, the Trade Union Congress cannot exert pressures on the constituent unions?

Admittedly, individual trade unions can make a concerted threat in support of the action by one of their regional or branch offices. But so can employers: they exercise this power through the structure of innumerable trade associations, outside the British Employers' Confederation.

As for the plea that the BEC cannot —and should not—endeavour to interfere with internal workings of member companies, surely there can be no substantial difference between this and the provisions of the TUC constitution which exclude it from internal meddling with autonomous trade unions. In any case, it would seem somewhat ominous for such a powerful Confederation to refuse to reveal good management where it exists. The general public—always watching industrial affairs, as the Press tells us during strikes—may come to some pretty uncomplimentary conclusions from such reticence.

A. J. BAILEY.

St. Sepulchre Gate,
Doncaster, Yorks.



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MOTIVATION RESEARCH ★ PSYCHOLOGY ★ TRADE UNIONS ★ PENSIONS

Pension Schemes and Retirement Benefits, by Gordon A. Hosking. *Sweet & Maxwell, 52s. post paid.*

ALMOST HALF the employed population of this country are members of an occupational pension scheme. What was formerly the sign of a benevolent employer is now fairly common practice, and pension schemes have "become an important factor in the recruiting and retention of employees." But what is the proper level of these additional pensions? Should they be related to salary or length of service? What part should the employees be invited to take in the administration of the scheme?

The administration of complex pension schemes, the £3,000 million which has accumulated under organized schemes, and a résumé of the pension situation in the United States are included in this book. It was first published shortly after the *Finance Act, 1956* became law; and it has been revised in relation to the effect recent financial history has had on pension provision, and in the light of the *National Insurance Act, 1959.*

Life assurance companies have made notable changes in the policies offered since the 1956 Act: employers should consider these differences. The advantages of contracting some or all employees out of the State scheme are analysed, and the guide to the integration of private pensions with the State scheme is valuable.

The card inserted in each volume so that purchasers can be registered to receive supplementary notes to keep this book useful, is likely to bring an appreciable service.

Decisions, Values and Groups, edited by Dorothy Willer. *Pergamon Press, 82s. post paid.*

THIS FIRST VOLUME of reports from the first interdisciplinary conference in the behavioural sciences held at the University of New Mexico will fascinate those who have time to reflect on the values and motivation of individuals in work situations.

Papers on decision-making under conditions of risk, personal values and group interaction, seeking and avoiding self-evaluation by working individually or in groups and other psycho-social studies recommend this collection to those interested in decision processes, evaluative systems, small-group research and behaviour patterns.

A West African Trade Union, by W. A. Warmington. *Oxford University Press, 22s. post paid.*

ORIGINATING IN A SERIES of sociological and economic investigations in the Southern Cameroons (1953-55), this study discusses trade unionism in Nigeria as a whole, and then covers the development of the Cameroons Development Corporation Workers' Union, its relations with the employers and with its own members, and the disputes in which it has taken part.

It is remarkable that, despite lack of experience and illiteracy on the part of the members, the trade unions can work with the help of able leadership, occasional advice from official sources and a co-operative and progressive outlook on the part of the employers.

People, Problems and Profits, by Saul W. Gellerman. *McGraw-Hill, 47s. 6d. post paid.*

A CONSULTANT PSYCHOLOGIST who has conducted extensive studies of employee motivation with IBM, the writer aims at a guide to personnel evaluation, the psychology of work, and he suggests everyday techniques which managers can use to bring out the best in workers and at the same time improve their own leadership qualities.

Actual management situations are cited and the company personality, communication, the art of making sense—even a philosophy for mature management—are analytically considered. This will also help any executive, personnel officer, and supervisor who is in any way associated with the use of psychology in business.

The Social Psychology of Groups, by John W. Thibaut and Harold H. Kelley. *Chapman & Hall, 57s. 6d. post paid.*

DESIGNED TO BRING ORDER and coherence to current research in interpersonal relations and group functions, the book begins with an examination of the two-person relationship or dyad. Basic principles are illustrated in the analysis of the formation of a dyadic relationship and the consequences of the pair's continued interaction.

These concepts are then used to illuminate larger problems and more complex social relationships; and also to examine the significance of such concepts as role, norm, power, group cohesiveness and status.

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Promotion By-pass
When a younger employee is promoted over him, the older employee resigns despite a talk with the Personnel Manager. The question: "What went wrong?".
Cat. No. IF.7199. B/W 9 mins.

The Follow-through
A Manager fails to explain adequately the operation of a new office machine, and returns to find trouble! The question: "How did he get in a spot like this?"
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Cat. No. IF.7204. B/W 8 mins.

The Bright Young Newcomer
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Cat. No. IF.7202. B/W 7 mins.

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PM /9/60

RIGHT SIDE OF THE LAW

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But that's not work!

INDUSTRIAL accidents must arise, "out of and in the course of employment", qualifying phrases which have bred so much litigation. We have seen (August, PM & M) that the words, "course of employment", have been given a rather elastic meaning which stretches beyond the actual working time.

How does this agree with the requirement that the accident must arise, "out of the employment"? In this connection, one important provision of the *National Insurance (Industrial Injuries) Act, 1946*, must be noted. The injured employee is bound to show that the accident happened in the course of his employment. But once he has done this, it will be presumed, unless the contrary is proved, that the accident did arise out of the employment.

To rule

For example, injury caused by a fall, in the absence of any other explanation has been so presumed. But, in another case of a fall, where the person concerned suffered from epilepsy, it was held that his epileptic condition was sufficient to rebut the presumption.

Another extremely important part of the Act affords protection to the insured person who is injured while he is doing something which is contrary to regulations or against the instructions of the employer. Of course, for the provisions of the Act to apply at all, whatever the injured person was doing must have been done either for, or in connection with, the trade or business of the employer. However, provided this is so and that the accident would have been considered to have arisen out of and in the course of employment (but for the fact that the employee was breaking some regulation or order), the employee will be eligible for the statutory benefits, in spite of the breach.

With this in mind, we may now consider when an accident does arise out of the employment. It will not do so if the act which caused the accident was something being done for the injured person's own benefit, e.g. lighting a cigarette and thereby causing an explosion, or falling off a ladder while putting up decorations for a private works party not organized by the employer. Drunkenness or horseplay also disqualify.

Injuries from assaults at work often cause problems and instances are more common than might be supposed. For a resulting injury to arise out of the employment, it must be shown that the assault was part of an incident occurring in the course of the work. For example, a case in which a labourer assaulted another who had abused him was held not to have done so. But a different view was taken where a charge-hand was attacked by a subordinate whom he had reported for an offence.

If the employee works in a place which exposes him to special climatic or other risks (as in some parts of the tropics), injury arising from these special causes will qualify. Two examples may be quoted: a steward who died of malaria caused by mosquito bites in a West African port; and a bus driver stung by a wasp. In this last instance, there was the special circumstance that the driver needed to concentrate on his driving for the sake of his passengers' safety, so preventing him from warding off the insect.

The act leading to the injury does not have to be part of the employee's ordinary duty, if it is reasonable and necessary in all the circumstances; or if it is to meet an emergency and protect other people or prevent serious damage to property. In the latter case, the accident must take place in or about the employer's premises. There need not even be an emergency, but merely an unexpected event; and the injured person can establish that his injury arose out of his employment, if he acted reasonably in the circumstances. Thus a night watchman who was injured when he investigated a light in a nearby building, at the request of a policeman, was deemed to qualify; but a man who hurt himself climbing into a factory because the person who was supposed to open it had not arrived, did not succeed.

Moving men

Not infrequently, accidents happen when employees are travelling to and from work in transport arranged by the employer. The vehicle may be actually operated by the employer or he may have hired it. In either case, an accident will be considered to have arisen out of the employment if the employee has express or implied permission to ride in the vehicle. He need not be obliged to do so. In cases of doubt, the test usually is whether or not the general public is excluded from travelling in the vehicle. Thus, a special bus is sufficient, but not an ordinary passenger train which has merely been arranged to run at a certain time.

Finally, it is plain that an accident which happens while the employee is simply doing as he is told, will usually arise out of the employment; this was the case when a boy, who was told to go and find a job, was injured by a circular saw as he was trying to clean out the blower of a machine.

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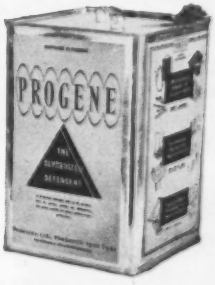

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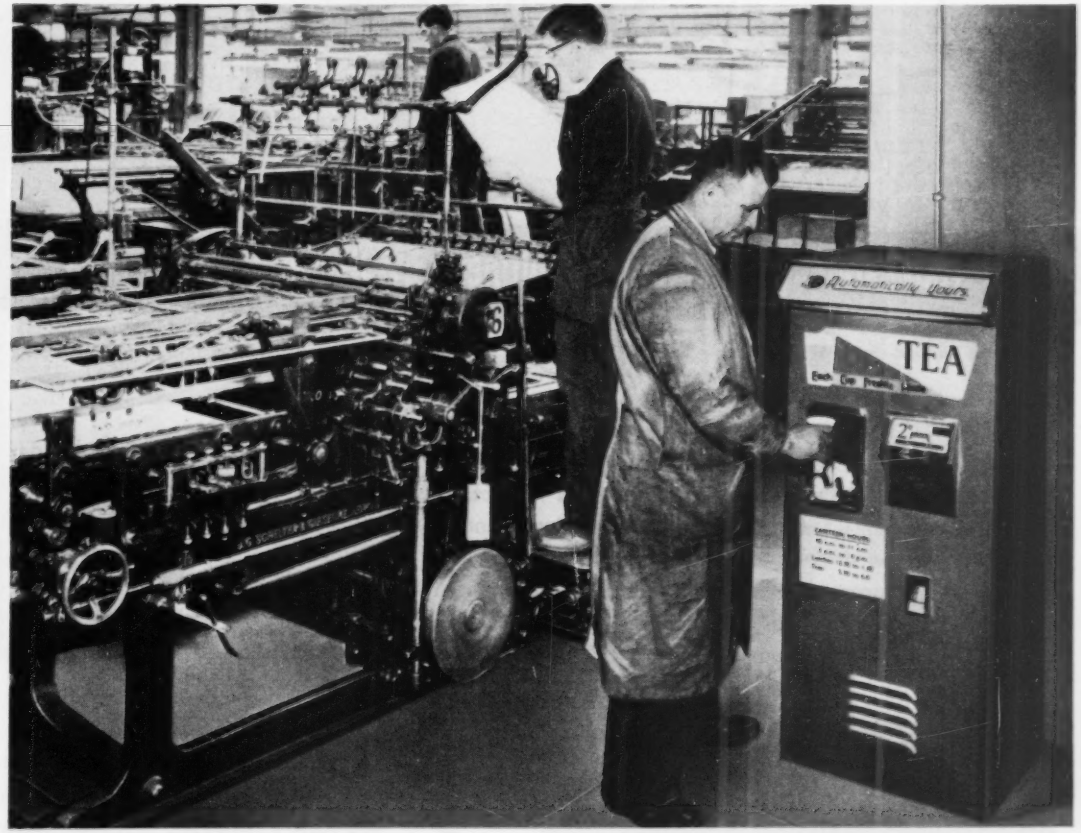
Why didn't I realise . . .

I ran into an old school friend the other day when I was attending a Press Conference at the headquarters of a large industrial organisation. Naturally the conversation reached the 'do-you-remember' stage. On this level I said, "Do you remember those ghastly problems they were always giving us? You know, if two taps fill a bath at *x* gallons per hour and the plug is left out and empties at *y* gallons, how long will it take the bath to overflow? I've often wondered what sort of chap thought those up . . . did he actually sit in a bath or go around leaving plugs out?" "Strange you should mention that. As a matter of fact that's what I do for a living." Good heavens you don't mean you sit in a . . ." "Not quite, but I've similar problems to solve. For instance, take 200 men working in a factory. They have a 15-minute tea break twice a day. What with queuing up and standing round a tea-trolley, waiting to be served, it takes them 20 minutes to have their break. Now 200 men taking five minutes extra, twice a day, means 33 hours lost per day. Multiply that by five and a half days per week, 50 weeks per year at roughly 12s. per hour — and what's the answer?" "You tell me — I was never any good at sums like that." "Well — it's quite simple." he said, leading me towards the latest addition to his factory equipment — a Still's Automatic Tea Vending Machine. I should have realised earlier that Stills had the answer — as indeed they have to most catering problems.



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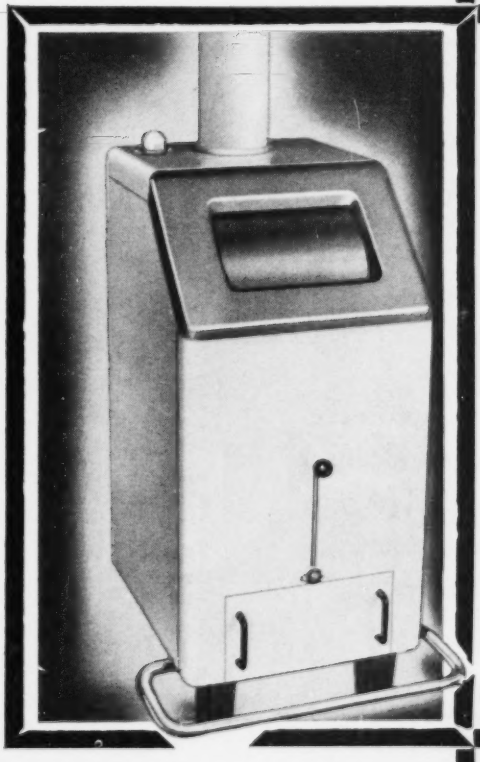

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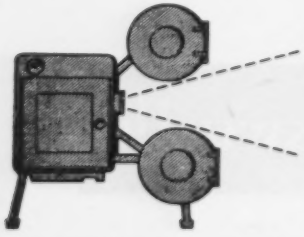

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G.L.D. Liquid Detergent

A highly efficient cleaning agent, containing bactericide, that will perform and make all normally washable with water. G.L.D. quickly removes grease and dirt, it leaves hard, smooth surfaces, odour-free; does not affect the skin; economical and easy to use.

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Occupational dermatitis is responsible for a greater loss of production time than all other industrial diseases. Duckham's Barrier Creams are available for several grades of protection to give maximum protection to the skin against a wide variety of irritants.

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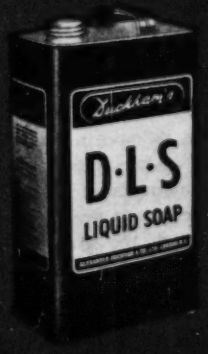
A new "safe" disinfectant for general purposes. Non-toxic, non-staining and completely safe to the skin. Leaves fresh "clean" odour. For full germicidal efficiency use A.R.D. mixed with water. Ideal disinfectant for factories, workshops, garages and similar premises.



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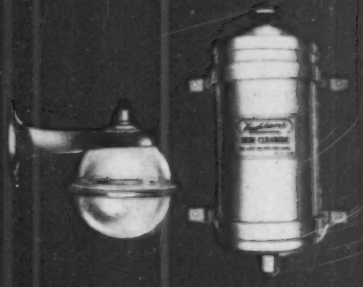

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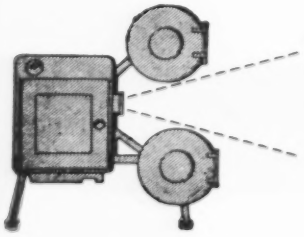

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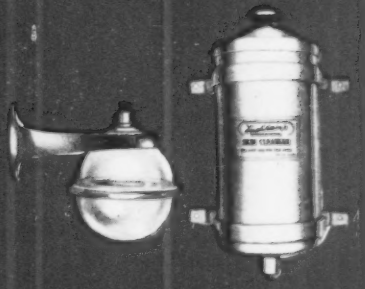

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No man could run a
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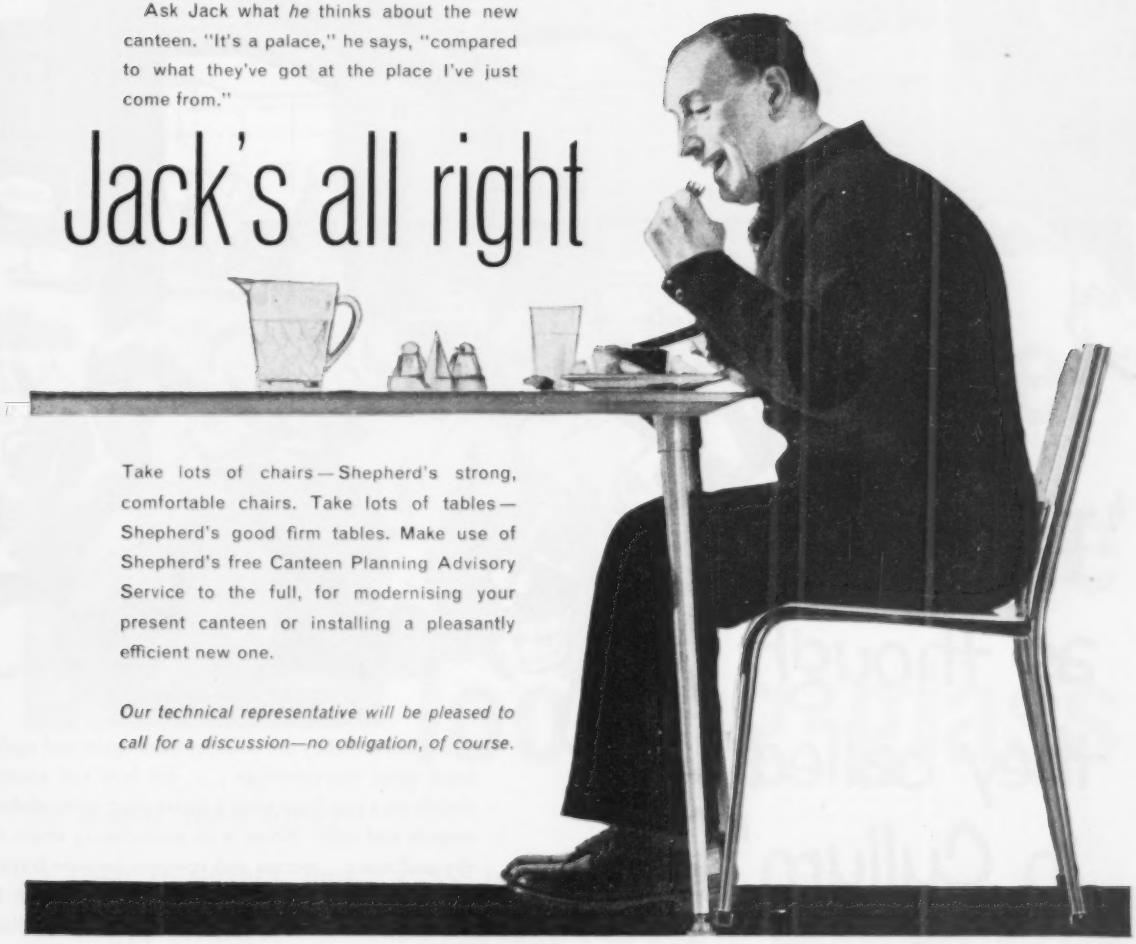
Ask Jack what *he* thinks about the new canteen. "It's a palace," he says, "compared to what they've got at the place I've just come from."

Jack's all right



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Could it work in my firm? A training method for 1961?

The manager in the looking-glass

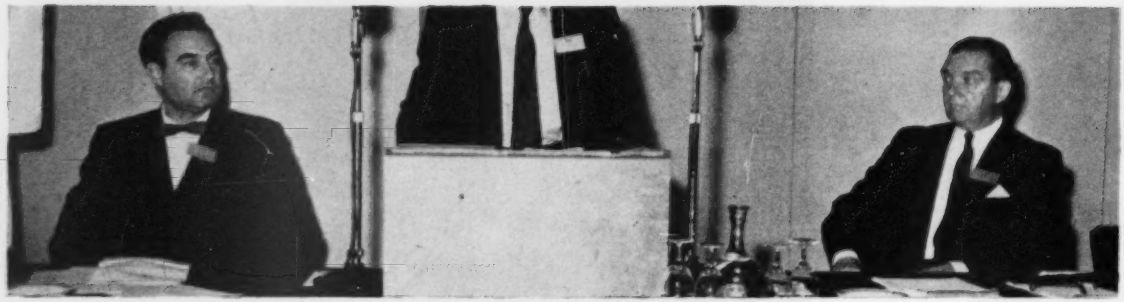
He might turn away—or take a second look. He could change. Group relations training supplies the mirror

by Owen Lloyd

CAN you imagine a group of between 12 and 15 men, roughly equal in status, meeting together in a room without a well-defined objective—with nothing to discuss? And supposing you were one of those men, asked to participate in such an activity for two hours daily over a fortnight. Add to that, the knowledge that your company is actually paying for you to be present.

This odd situation would demand an explanation. But its significance is not your opinion on finding yourself in this predicament, but rather how you would react to it and to those with you, once you were there. If you were present at the British Institute of Management's conference on group relations training, you already know where we are heading. But it is even money whether you can (even now) tell what your reactions would be.

Not even Dr. C. K. Ferguson, the star speaker from California University, could inform you. Nevertheless, he could explain (as he did to a mixed bag of British management representatives), that the experience would be revealing and improving. This development technique—for such it is—goes under the name of Group Relations (Dynamics, in America) Training. And dynamic is certainly



" Give it a try ", Dr. Ferguson (left) urged BIM delegates.
" But don't expect results-to-measure ", warns Unilever's Dr. Wilson

the word to describe the subject as it was put to this London audience.

Punching away expertly with 'layman's psychology', Dr. Ferguson took members back to their childhood days for a look at the values, beliefs, superstitions and facts that were interjected into that part of the mind he calls our 'theory bin'. By our interpretation of what we understood by 'baby, father, worker or Red Indian', he eventually came round to the 'role bin' which largely conditions our behaviour.

First impressions

What has all this to do with being a manager? It appears that our reaction to the role of manager may have been conditioned long before we accepted the appointment—as far back as childhood, in fact! Perhaps we discovered that we got what we wanted by thumping and screaming; or maybe we exercised the necessary influences by just keeping quiet. Our 'theories' about certain roles have been built up over the years so that when we reach managerial rank, we already have our own conceptions of what this means.

Even this suggestion, harmless though it may seem, caused a noticeable wriggling in chairs: *certain* reactions. Those were the reactions that Dr. Ferguson was discussing. (What role are you playing by attending this conference?) And he was stressing their importance, because we need to know and understand them, if we are to get on well with our colleagues.

It is the function of group relations training to help managers to see how and why they react to other individuals within their immediate working group. There are many ways of achieving this: six in all, according to the second speaker, Dr. A. T. M. Wilson, advisor to the personnel division of Unilever. He presented a graduated list:

(1) **Case-studies with some degree of process comment on 'How did we solve this problem?'**

(2) **Role-playing, with certain changes in the role that individuals play**

(3) **Individual tutorials between young managers and a neutral counsellor**

(4) **Discussion groups with a progress reporter watching developments**

(5) **Discussion groups to consider topics of group reactions, such as 'Why did this committee fail?'**

(6) **The '*T*' (training) Group.**

Of all these activities, specifically designed to allow managers to assess their own reactions to situations and to people, it was the last—the '*T*' group—which aroused most apprehension from the audience. This is the artificial situation we created at the beginning: a completely unstructured group of equals left (for a couple of hours daily) to work out their conflicting theories; to get them to project themselves, and so to help them become conscious of their internal motivations.

This is a long step from the normal management development techniques that are usually founded on lectures, projects, films, seminars, business games or even counselling. And quite naturally, as images of managers seeing themselves in mirrors were conjured up, so the conference produced its own progressions on the image: "What if the mirror is cracked, for example?"

With typical aplomb, the BIM, who might have been satisfied with throwing the cat among the pigeons, had made adequate preparations for grabbing the animal before it showed its claws. Dr. Wilson was the rescuer who pointed to the less frightening aspects of group dynamics; he referred to his original list of group activities, the first five of which present little that is ominous. It was he who emphasized that this was no training technique for the amateur, nor for the firm which could not provide its own expert trainer—unless, of course, they were prepared to send people to the Tavistock Institute or some other organization which provides such training.

But what of the other implication? Are the British, as a nation, likely to respond to this accent on psychoanalytical training for management? Are we not much less energetic in our passion for probing the personality than are the Americans? One of those present went even further: "I have serious doubts as to the good that it could do in general; and I have doubts as to the moral right of any organization to put a man under the microscope to this extent". Others thought of it in a more constructive light, creating analogies between drivers who know how the motor-car engine works; or film actors who improve on their performance by looking at 'rushes' of their various scenes.

The returns

Some would not subscribe to there being any boundary of nationality to the application of group relations training: "Since all group activities involve people in group dynamics, and since there is therefore always a training or

a learning factor involved, there can be no question of these processes being considered as alien". In any case, the technique derives from resettlement work in the British Army; and is virtually a re-importation. There were also people present whose companies have already developed some form of group training, and they are highly satisfied with their success: "The presentations have shown much original thought, interest and enthusiasm", said one member who had held private discussion groups. "We have turned pip-squeaks into potential managers", confessed another, "and we had a sales manager (failed) who was elected to the Board after such a course."

Naturally enough, even such examples are not sufficient to satisfy the severest critics of group relations training. Is there, for example, an answer for the member who feels that this is no better than other, conventional training systems; or for the training manager who suspects that "it doesn't offer sufficient return for its investment in manpower, time and money"?

Pace-making

Evaluating the technique, Dr. Wilson stressed that all social interactions can be considered as an offer of training in the ways of understanding group relations and of handling groups. The sole drawback is one of concentration: everyday situations are lacking in pace, and so often lead to inhibited learning. He also warned management against expecting a quick return or even changes in character. ("It is designed to alter perspicacity, not personality", as one leading acolyte put it.) It may take up to nine months or a year before any change is experienced, said Dr. Wilson. And this will start by only creating a demand for changes in the company's training methods: a demand for group relations training.

Mice-finding

For people like the company secretary who was disturbed about the amount of frustration and irritation a manager might feel in the unstructured training group, Dr. Wilson offered an outlet. There should be, he said, an escape clause that allows any manager to opt out of group training, if he resents the revelation of his inner motivations. "This might also help the man who feels that such a session would uncover the fact that he is an utter bore."

But there was even some resistance to this at the conference. Since Dr. Wilson had already commented on the danger of nothing happening at such a session rather than that an excessive self-revelation would occur, several managers have questioned the escape clause which, they say, would make it too easy for those managers who were plainly shy of exercising themselves mentally—the lazy element who would much rather sit undisturbed and unaffected at the back of a lecture hall.

"I don't know whether the full-blooded '*T*' Group would be welcome or necessary": this was a remark raised by a large number of people who were deeply worried about this Anglo-American gimmick. But it seemed plain that they should have had no fear as a result of the conference. Even Dr. Ferguson has no starry-eyed illusions on this score: "The '*T*' Group is a social invention with no real-life counterpart. So it is not advised that it should be used in real-life situations."

So it is a training technique, pure and simple: but it has its brothers to recommend in the form of the role-playing, tutorial or discussion group techniques outlined by Dr. Wilson. Like the '*T*' Group, these appear likely to increase managements' opportunities for seeing beyond their noses; for assessing why groups and they as individuals act in a certain manner; for providing an image of how the manager as a personality can contribute to the work of a group; and for giving each one some experience of the nature of the impact he has on others.

Stage-setting

Is there, after all, any real need for such a method or are the 'It's-no-better-than-any-other-training' people right? Perhaps it is worth noting Dr. Wilson's introductory remarks about the industrial background in which this proposed innovation is set. The emergence of the professional manager (as opposed to the owner/manager); greater mechanization, diversification and specialization: all these lead to a pressing need for managerial interdependence. The group, even in its crudest form of a committee, has come to stay. Added to this is the growth of the importance of human factors in production and distribution: therefore, there is a need for increased understanding of the human factor.

Dr. Wilson questions: "How are we to provide management with the experience?" Group relations is possibly one way of communicating the findings of group psychology, and the BIM has communicated something of the drama and the commonsense. There is no question that many more organizations are investigating the possibilities of applying the technique at home. Whether they go the whole-hog and use '*T*' Groups, or whether they bring it down to a working, practical level, some British managers have had a first taste which has sent them away with a whetted appetite, moderated by effective discussion.

Mr. Newtown and His Manager

The next stop for PM & M staff on our 'New Towns' series will be HARLOW. Henry Moore's famous 'Family Group', pictured on this month's cover (Harlow Development Corporation photo), symbolizes the bold vitality of the new townspeople and their industries.

They live in curious circumstances: they demand exceptional treatment from their employers. In the months ahead, we intend to follow this significant tussle.

Mark Essendon visits a

Ghost company with a future

When the company secretary holds the reins, personnel work must be subject to an unwritten code

THIS is interlude year for Cow & Gate Ltd., and it is certainly a transitional time of unease for their personnel manager, Mr. E. R. Hunt. A merger was effected between Cow & Gate and their former competitors, United Dairies Ltd., in January of last year, so that Mr. Hunt has to administer the policy of a company that has ceased to exist independently, is in an attitude of suspended animation as a subsidiary of the new Unigate Ltd. Although he cannot imagine what lies ahead, Mr. Hunt has a sound knowledge of the past 23 years of the company's history to equip him in 'managing from memory'. And that is the principal reason why no personnel manager could step into his shoes and fit the firm, however well qualified he might be.

Mr. Hunt was launched into personnel management through the workings of an unusual agency—a typical happening in a firm with such a curious origin. Two Guildford brothers, Charles and Leonard Gates took over their father's grocery and off-licence business in 1882. Owing to the influence of the Salvation Army and its Victorian dread of strong drink, the brothers are reported to have poured their stock of alcoholic drinks down the City's drains, afterwards deciding to go into the dairy trade to recoup their losses. In 1902, the introduction to England of a machine for drying milk, whimsically called the Just-Hatmaker, started them on baby foods for which they became famous. In 1909, eight of the nine directors of the (now) West Surrey Central Dairy Company had the sur-

name of Gates on the Board of the new company Cow & Gate.

In brief, the family business was a success and its growth called for a personnel department, but not until 1947. Cow & Gate is the sort of firm where even the office junior knows the Board members by name (or initials), and the company secretary is in a pivotal position in relation to management. The business has developed so gradually and organically that such a structure is not easily changed. When the war veterans had to be reinstated —although an essential industry, only the under-35's were not called up—the secretary had his hands full, and he was due to retire in 1947. 'Promotion from within' is almost unavoidable in such a closely knit organization: it was no surprise when Mr. J. W. Barter was promoted from assistant secretary to the top job. When he looked around for a relief man, to take on the reinstatement and welfare work which was becoming onerous, he decided on Mr. Hunt who had been under him for 10 years in the accounts department and known to be qualified by experience in the company, in personality and status for this newly created function.

In reserve

After an interviewing course with the N.I.I.P., Mr. Hunt became personnel manager in Cow & Gate's Guildford headquarters but not directly associated with day-to-day personnel matters in their creameries situated in the milk-producing areas of the country; nor is he responsible for the sales staff. He recruits and selects every grade apart from executives—the secretary and directors see to those positions. Ironically, the personnel skills in which he has received training have not been greatly used because the local shortage of clerical and secretarial staff—"we're not the top payers in Guildford"—rob him of a wide choice in his selection work. With no perceptible local 'Bulge' and with fierce competition from industries in this prosperous area, Cow & Gate have also suffered temporarily from improvements in standards of secondary modern schooling.

To fill many junior positions suitable for school-leavers, this firm prefers inexperienced girls who can be trained to use office machines or encouraged to attend a shorthand/typing course. The salary level is adjusted to this class. But when secretarial courses are part of the 'secondary modern' syllabus, girls seek a first job that pays and asks for these qualifications.

"Know your man and what is acceptable to him". When it comes to an executive's secretary, Mr. Hunt has to select because correct adjustment in this case is essential. A newcomer to Cow & Gate's personnel department would take an age to equal Mr. Hunt in this respect and in what might be called—'taking the Company's temperature'.

Drip process

Factory managers who do their own hiring and firing in places such as Haverfordwest and Northallerton may telephone for advice. Mr. Hunt, with 23 years at head office, knows what goes; and company policy, which has never been fully explicit, is transmitted in a friendly fashion. Casually and intermittently, this informal 'administration' percolates to the periphery of the Cow & Gate empire. A mature knowledge of executive dispositions is necessary for this mode of communication.

The personnel management in this firm is an off-shoot of the company secretarial function: it is not a function dealing directly with the Board. Although Mr. Hunt has authority for welfare duties—the customary chores, ranging from remembering gold-watch days to taking-over lapsed H.P. payments for employees—the bulk of his work has been regulated by the remote control of a personnel committee (consisting of a director, the company secretary, several executives and the personnel manager). "All decide; I administer".

Set up by Mr. Barter, the secretary, the committee's brief was to attempt a standardization of policy in all sections of the business. They even exchanged views on topics such as the towels most suitable for washrooms and how to reply to a request from the Economic League to address the staff. Salary rates were revised, holiday arrangements decided, a form of application drafted and all matters concerned with conditions of employment were regulated by this committee, meeting roughly every six months. At a later stage, the minutes were sent to the Board who sanctioned them at their next meeting.

Officially regarded as being on the staff of the secretary's department, Mr. Hunt's section has a special character. He has an assistant who is normally busy with the pension scheme, a supervisory responsibility for the mail and its circulation, the wages department is in his shadow, the canteen is his own care (its prices are at cost), and he specifies and orders office furniture and furnishings. (For instance, he may have to send a memorandum to the purchasing department for carpets for new executive offices.) Also, he controls the finance of *Milkmade*, the monthly company house journal, to which he is 'company liaison'.

If people leave, whether it is because of an unwelcome job change, for more money or prospects, or for 'natural' reasons (and this is one firm that would be hypocritical to regret employees having children), everyone has an exit interview with the personnel manager. He scrutinizes the information gained at these partings and as soon as a trend becomes noticeable, he will report it to the personnel committee or the secretary, so that action might be taken to put things right.

A fantastic consequence of full employment is brought into focus by something Mr. Hunt has encountered more than once. The person who is engaged and does not start. Other personnel managers here mentioned individuals who have lost their nerve at the factory gates on what should be their first day with the firm. Undoubtedly, there are many unfortunates seeking employment today who are in need of specialized care.

In the dark

A family business such as Cow & Gate inevitably acquires exceptional characteristics, some rather peculiar (only executives permitted to smoke, other grades can do so during overtime); and one or two as remarkable as their loyalty to the Gates family. Present employees with years of service in the Cow & Gate Company, are bound to feel that, whatever promises management make, some of them are sitting on a knife-edge, that rationalization will take place when Unigate Ltd., becomes a holding company with a firmer grip. Behind his conference-shaped desk sits Mr. Hunt, too busy to allow the sense of marking time to disturb his work: his integrity will continue to save him and the 560 staff members, from apprehensions about possible post-merger moves.

PERSONNEL management was sold in the United States, both before and after the last war, as a function—a specialist department which could 'administer people' just as the accountants could run the finance department. Because of this, many personnel officers fail to understand the need to budget, to plan a department; and, as in Britain, one wonders whether the modern personnel manager is aware of his need to manage. Peter Drucker put it to me that, 'The one department in a company where there is usually no management to be found is the personnel department.'

I would agree. In particular, the management responsibilities of communication are not fully realized, let alone appreciated. The personnel manager should not merely be a social figure who can 'get on with people': he should have ability to sell the department as an integral part of the whole enterprise. Although it is now widely recognized in America that the personnel specialist should be concerned with all management functions as they affect personnel, he may not be able to extend his work because of his own limitations. This is largely due to the training of personnel officers which is, however, being improved all the time. Tom Spate's *Fourteen Steps to Professional Management* set the standard for personnel managers in America for many years whilst we, in Britain, have had the IPM's *Ten-Odd Steps*. This neat distribution of duties is a valuable guide if not always practicable in its detail.

A further influence on the quality of personnel managers in the United States, is the recruitment of trade unionist officers in the 'thirties, when it pleased management to have a few of them in the organization—a policy of putting your critics in the cabinet, which has not been entirely successful.

In concluding this series, I should like to present a number of thumbnail sketches of various aspects of American organizational life.

Round-up

Trade Unions. American trade unions may soon develop into less dynamic institutions than they have been in the past. They are fast becoming unions of the middle-aged, and may even become unions representing the past rather than the future of society. There is the danger, says Drucker, that the American Labour movement may become a sterile defender of the past, unless it succeeds in drawing to itself large numbers of professional and technical employees —perhaps even managerial employees.

Company Libraries. A number of firms have libraries not only for employees but for their children! A notice in one company library reads: "The books on these shelves are books that small children will enjoy. Take one home with you to read to your children. They will have a good time and so will you. Bring it back when you and your children have finished it together, so that other families may enjoy it too."

The Universities and Industry. American professors are very much in demand as industrial consultants. They receive about £60 per day for their services—so that they can hop about in 'planes throughout the country playing the dual role of teacher and consultant.

Chaplains on Hire. Chaplains are being added to the wages bill of many large American corporations. This is regarded as a unique experiment in 'spiritual public relations'. For their specialized services they receive salaries ranging from £2,500 to £4,000 a year, plus allowances. Their titles vary. Some are called 'industrial pioneers', or 'plant pastors', others 'religious counsellors'; but basically their duties are the same—to bring spiritual comfort to both labour and management alike. In his job, the clergyman may have to untangle many psychological, marital, and personality problems that have indirectly clogged production.

Suggestion Schemes Puzzles. These take the form of a 'suggestion puzzle' that requires the employee to work out a word game to find the latest 'suggestion thought'. There is a new puzzle in each issue of the company house magazine.

Empathy—A Popular Approach to Training. An effective way of demonstrating differences between people is to measure their ability to empathize. Empathy can roughly be defined as the ability to perceive the thoughts and feelings of other people. The Laboratory of Psychological Studies of the Stevens Institute of Technology, has been developing tools to measure this ability as a technique for the selection of management personnel.

Growing Professional and Administrative Classes. During the past two or three years, professional, technical, and

Not all these gimmicks

managerial people have become the largest group in the American working population. Professional, technical and managerial employees are defined as men who either determine the work of other people, or apply specialized knowledge in their own work, which means that at this time one out of every five people at work in the U.S. works as a professional man, as a technician or in some managerial capacity —some 13,000,000 altogether.

Slow boats and Brainwaves

How long does it take a good idea to cross the Atlantic and find a home in a personnel department?

What do our top personnel managers owe to the United States?

(The Editor would like to know your views)

The Mixing Bowl

Management Clubs. A management body where discussions, both formal and informal, take place, is one of the objectives of the National Management Association. This is to provide opportunity for growth in management skills, through educational activities, association with other executives and the exchange of ideas.

The NMA has grown enormously since its inception in 1925 in Dayton, Ohio, where its present headquarters are situated. There are over 300 clubs with more than 70,000 members each paying $6 a year. It would be easy in a country which is susceptible to new ideas, to provide the kind of service the members would most like to receive. However, the NMA does lay down standards and has refused to be hustled into accepting members simply so that they can acquire another status symbol. NMA is a non-profit making, non-political organization.

In the conference field, it organizes a management ethics conference, consisting of case problems in supervision and the application of all management principles. It is of special benefit to first-level supervisory personnel, orientating themselves in their new management careers.

Above all, the NMA would seem to be a sensible means of bringing together managers at all levels for discussions and the sharing of experience and ideas. At the meetings I attended I was impressed by the American's lack of self-consciousness. In Britain, one does find a number of senior executives who will not attend a meeting or a lecture if juniors are present, because they consider it is likely to 'harm their position'. The American frankness is characteristic of their society which has few of the class distinctions and barriers that operate in this country. Vance Packard would disagree with this view. In his latest book, *The Status Seekers*, Mr. Packard maintains that a youngster today has little chance of reaching either the 'real upper class' or the 'semi-upper class' in North America without a college degree—he must be content with being one of the 'supporting classes', which are called the 'limited-success class', the 'working-class' and the 'real-lower class'.

I could find little support for his view both from managerial and trade union leaders. It seemed to me that American society was utterly flexible; Johnnie from the wrong side of the tracks, buys a guitar today, plays a few chords by the weekend, and he can have made a million by the next weekend, and reach what Mr. Packard would refer to as the 'real upper class'.

There is a great deal to encourage a student of human relations in America. But British firms should realize that there are many techniques and procedures which could only operate on the other side of the Atlantic. I have not referred in this series to all the agglomeration of training techniques and devices which are in use in America. But the group relations training, and the staff appraisal, are two items which seem to me worthy of the attention of the appropriate specialists in Britain. They have been adequately tested and could be used to effect.

are for export

by Eric Moonman

Who Says GO?

If it is on an external training course, out of a 100-firm sample, RICHARD BATES found in 44 cases it was a director who said 'yes'; in 28 it was a personnel man

COUNTRY MANOR, in pleasant situation, can provide your firm with self-confident personnel of skyward morale, with sound foundation for technical skills, and unlimited capacity for problem-solving. Sign a cheque for £2,000 which will buy a year's ration of this treatment.

ONE of last year's customers—your company might have been with them—was a well-known firm of manufacturing chemists in the Midlands, replying to a *Personnel Management and Methods* investigation into the experience of firms throughout the U.K. with external training courses.

This is by no means an isolated example of the degree to which an increasing number of companies, both large and small, are turning to outside bodies to assist them with their training programmes. (Among those we canvassed were makers of many products ranging from confectionery to cattle-food, from paper to pottery.) Nor are they alone in the fact that they use such extensions to their own training programmes for experienced as well as inexperienced personnel, for managers as well as operatives.

Two thousand pounds may be considerably more than many other firms are prepared or able to pay, but the results from whatever is expended must surely conform to a pattern. From the comments of a wide variety of firms, we have been able to construct an accurate picture of trends, plus a close view into some of the advantages, disadvantages and repercussions of the external course.

What can you expect for your money, and is it worth having? Directors and personnel managers (these are the people who appear to give final approval for attendance at external courses) are prepared to attribute a number of worthwhile advantages to this form of training that takes employees away from the works. In *Table I*, we have produced an ordered list of these advantages, using only the nomenclature provided by respondents. Some difficulty may arise out of this system of classification: for instance, you may question that there is any substantial difference between improvements in outlook and in problem-sharing. The answer is probably that our respondents recognize a distinction in the participation involved: outlook suggests an 'I' classification, whereas sharing implies a wider, 'we' consideration.

Not a gauge

It is also encouraging to note that 'Promotion' is not high in the list. In other words, personnel managers are not using remote assessment gauges for advancement within the firm. It indicates that, although we may increase our employees' chances of promotion by sending them to courses which widen their experience, industry is not misled into supposing that the final, critical analysis of an employee's achievement can be applied by remote control.

This awareness of the failure of such courses to provide a true measure of a man's potential—even if they were intended for such a purpose—is further revealed by some of the more common criticisms levelled at external training courses, whether they be administered by consultants or public bodies.

It is fair to summarize criticism in the form of a list of qualities and features that are not attributed to external courses. Foremost in these ranks is the 'complaint' that too much is crammed into the time allotted for the session, and that, as far as many companies are concerned, there appears to be no real objective. Classes are often mixed: in other words, your production manager may find that he is sitting next to a management trainee. This criticism ties in with another; that the level of instruction is often too elementary. There is equally a feeling that the engineering industries figure too frequently in course programmes.

Other criticisms reflect on the organizational side: courses with a variety of titles turn out to deal with the same topic; there are insufficient lecture notes for revision purposes; the lecturers are sometimes unable to communicate with the average industrial student; and there is not always adequate time for post-lecture discussion.

Whilst it is reasonable to assume that colleges and other training organizations are attempting to eradicate

some of these shortcomings so far as this is practicable, there should be little cause for companies to congratulate themselves on spotting these deficiencies, if that is as far as they are prepared to go. Admittedly, over 90 per cent of our respondents actually feed-back their complaints to the relevant authority, but the figure falls far short of the desirable.

But this is not the worst aspect of this story. A glance at *Table II* will show how poor are the arrangements by which industry in general informs itself of the nature, contents and level of a course before sending representatives. In the first instance, less than two-thirds indicate that they make any investigations prior to enrolling people; and less than half of those who do, make it a matter for personal probing. Of doubtful value is the practice of the remaining 57 per cent who either "make a thorough study of prospectuses" or send a 'guinea pig', especially as this latter category includes several unwelcome instances of firms who keep special 'course-men' who attend courses in a 'Company promotion' capacity.

The picture begins to brighten when we examine the care with which firms brief those personnel about to embark upon an external course. Although there appear to be almost as many individual procedures for pre-course preparation as there are industries, we have established that precisely three-quarters of our respondents do in fact make a practice of briefing students other than by running through the prospectus with them. Some of the instructions given recommend themselves to more general use, whereas there are many which seem to have little intrinsic value. Take for example the company which goes to the extent of planning a pre-course course for the potential student; then contrast this with the firm that limits its instructions to 'warning' its representatives that they will be expected to report back to an executive director.

Other recommendations to students vary between these two extremes: by far the majority of firms approached for this enquiry delegate the briefing responsibility to the personnel department. Departmental managers naturally discuss the implications of the technical course with their employees, emphasizing the value of such instruction, issuing exhortations that the representative should take a full part in the discussions (including taking any examination that may be involved), and a few prepare written briefs for the representative to follow whilst away, including any particular problems that should be raised.

Key manager

Many firms may not subscribe to support for the increased delegation of authority for course-planning to the personnel department in place of training or departmental managers. Yet, even ignoring the co-ordinating role of the personnel manager which is currently pressed, our investigation has revealed quite conclusively that the nature of the majority of courses now attended places the personnel manager in a critical position. For, in the Top Ten of listed topics for which companies use external training facilities, human relations and personality development subjects occupy no fewer than six places, including the first two: supervisory and manager development.

It is only when representatives return from external courses that firms appear to become interested in knowing whether or not they have had value for money. Some 77 per cent of the firms approached indicated to us that they make arrangements for students to report back on the course. Eight out of ten such firms insist on a written or verbal appreciation which is submitted to the departmental manager and, in some cases, to the personnel manager. Only one respondent went to the extent of arranging small-group discussions where supervisors, managers and other senior personnel sat in on the prepared report.

From the figures that we have collected, there seem to emerge several useful lessons. Obviously, firms should seek to improve their knowledge of the services offered by individual training bodies *before* they commit themselves to being represented. If, as seems highly likely, many of the courses are not directly suited to a particular industry, companies could well approach external organizations to prepare courses of a more pertinent nature.

But the important aspect of this enquiry is that it consolidates the increasing awareness that it is the human relations and individual development aspects of training which are receiving most attention. This naturally recruits the full participation of the personnel manager; and—probably the green light that many have been waiting for—it involves the personnel manager much more deeply in financial aspects of the company (courses cost money), thereby obliging him to talk about his speciality in terms that the managing director will understand.

TABLE I

Benefits claimed by companies for external courses

Cultivates a broader outlook	27 per cent
Increases technical knowledge	23 „ „
Encourages problem-sharing	20 „ „
Increases personal confidence	17 „ „
Guide to promotion	7 „ „
Introduces new techniques	3 „ „
Facilitates self-expression	3 „ „

TABLE II

60 per cent of respondents probed course-content in the following manner:

Relied on personal knowledge of colleges, organizations and lecturers	33 per cent
Made personal visit before enrolling individuals	10 „ „
Made thorough study of prospectuses	29 „ „
Sent a 'guinea pig'	28 „ „

After slubbing and doffing—drawing threads and clearing this machine—for 38 years, Mrs. K. (for Knowles) can insist:

MOVE ME, MOVE MY JOB

by Rachel Naylor

IN the current reorganization of the cotton trade, companies are closing some units and expanding others. Day-shift working is being replaced by double day shifts, by three shifts around the clock, or by day, evening and permanent night-shifts. Mule-spinning, an all-male, all-union job is giving way to ring-spinning, traditionally women's work; and redundant mule spinners, some of them older men, are being trained to run ring frames on day and permanent night shifts. Meanwhile, other industries are beginning to move into the empty mills and trade generally is booming in the cotton towns.

It is too soon to assess the actual amount of social dislocation and personal hardship caused, though this does appear to be less than was feared. What is very clear is that those firms electing to remain in business are facing a severe test of their management skills in every sphere, particularly of employment policies affecting all their staff.

Even with the closing of mills, there is a severe labour shortage in Lancashire. Some experienced workers have probably left the trade for good—figures from the three main unions show a drop of hundreds of members as mill after mill closed. One union's local secretary reported several women members as saying: "I've been redundant three times now, and this is the last time. I'm getting out."

All change

It is not easy to find where these ex-cotton operatives now work, and some may be temporarily out of the labour market. In one spinning town, two employers in other trades have had experience of a fair-sized group of older ex-cotton workers. A large engineering concern reports about 30 men, some of them skilled mule spinners, reasonably settled on unskilled or semi-skilled jobs. (The whole range of problems associated with loss of status is raised by such a reorganization.) The younger men, particularly the junior supervisory grades with some knowledge of machinery, tended to stay with the firm only a short time, often finding openings again in their own trade.

The women cotton operatives have gone to a variety of jobs: the Home-Help service, for example, reports a large increase in the numbers applying for jobs with it; other women have taken part-time jobs, not on process work. The Personnel Department of a Bolton clothing firm has done an interesting study of 67 women recruited for a new department during the period of mill closures. The table (*right*) shows the age groups of the recruits and the firm's success in keeping them.

Of the seventeen who left, only eight went back to mill work. This does not bear out the widely held belief that the women may leave the mills for a time, but that they always go back. Many do not want to undertake shift work in the mills. But the fact that 50 of these women, almost half of them over 35, have stayed with the clothing firm

indicates skilful management as well as favourable outside factors.

Providing technical training for young staff is a serious problem, and for all workers the arrangement of transport is a constant headache to personnel staffs. Nevertheless, the amount of shift-working is slowly increasing, though it is difficult to say how many people are involved. Two brief outlines appear below of what happened in two mills which decided to close certain sections and work others on shifts. As there is no pool of labour, either skilled or unskilled, available in the towns, they would not have been able to start the shifts, had they not dealt with their closures skilfully enough to retain the services of employees for a major transfer operation to changed work, different hours and, in one case, to a workplace some miles distant.

One mill had a small subsidiary seven miles away, well known for the quality of its work, but structurally unsuitable for modernization. It was decided to close it and run the main mill on double shifts. At the beginning of September, 1959, the General Manager gave the news in person to a meeting of the 160 people in the canteen, and promised that every effort would be made to offer alternative work. He had seen all the foremen in the manager's office a quarter of an hour previously. The same day, he spoke to representatives from all departments of the main mill to explain the plans. The following day facts were given to the Press, which was pleading for news. The body of mill representatives met the General Manager frequently to discuss the secret ballot for shift working, the allocation of machine duties between shifts, the arrangements for lockers, canteen services etc., and generally to prepare the way for the influx of fresh workers.

It was vital for the starting of shift working that as many as possible of the subsidiary mill workers should transfer to the main mill. The first effect of the closure announcement was that labour turnover, usually one or two per month, went up to eight in September and 11 in November. Nevertheless, of the 120 (out of the original 160) who were offered jobs, 90 transferred, contributing materially to the increase from 394 to 514 employees at the main mill as the shifts started in January. Not all these workers settled; ten left during the first month, but they enabled the shifts to start.

Obviously, a key factor in this situation was transport, and hard work was done by the personnel department in persuading a transport authority to run a bus for the workers. There were still some people who could not get to the bus stop by 5 a.m. and for them a taxi was arranged, to collect and transport them to the bus route free of charge. This means a very early start for some of the workers, but it was evidence of the firm's sincerity in offering alternative work. It remains to be seen how long operatives will remain with the firm under these conditions; but it is clear that long established loyalty and confidence have counted in this situation.

Step ahead

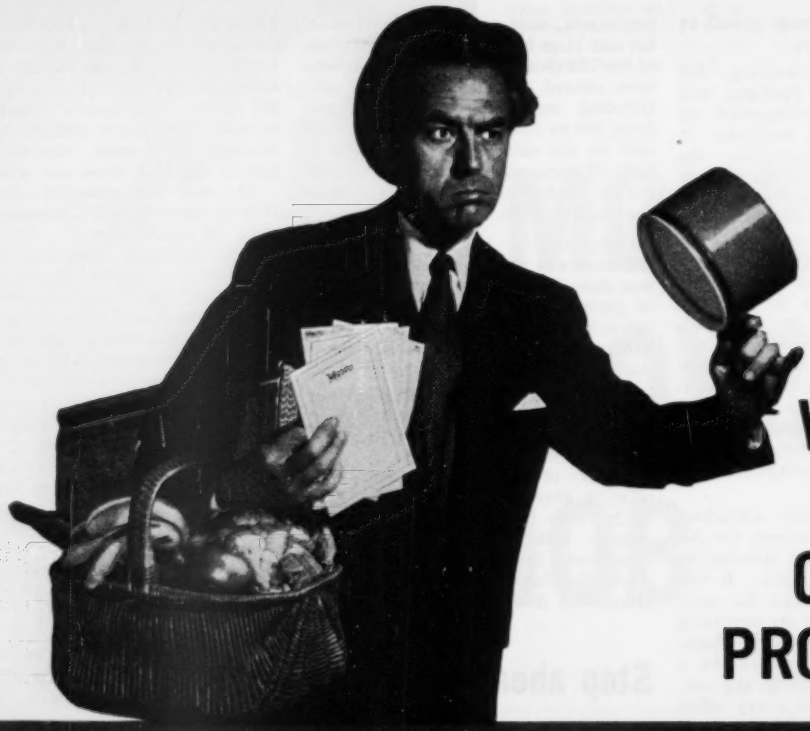
A larger concern has closed one unit (according to the Director in charge), but will probably employ even more operatives eventually. There had been many rumours in the mills since the Cotton Scheme was announced, and at the foremen's annual party, the director had said that there must be changes, but that there was no definite news at that time. Immediately the decision on closure and shift working was taken and, before any Press release, the Director first saw his managers individually, then he and the Personnel Officer saw all the foremen in the canteen. The Works Advisory Council met immediately afterwards. The whole plan for closure and shift working was outlined. Then all the operatives from the closing unit were assembled in the canteen, told what was happening and promised that they would not be kept waiting for news of the actual closing date or of alternative employment. It was found that the men accepted this and such rumours as did arise were easily checked. It proved much more difficult to do so amongst the women, who showed far greater signs of stress and worry.

The shift work plan was: double-day shift in one mill, and a permanent night shift in another mill. This was a radical departure from previous practice and its progress is notable. The Personnel Department first interviewed every redundant foreman and worker. A list of supervisory vacancies in this and sister companies was compiled and circulated: applications were invited, not only from redundant men, and a number of foremen were placed by this means. There was, however, one man who could not be placed, one demotion and one man who is being carried till his retirement in a year's time. In the new set-up, foremen are to alternate on days and nights, to have extra assistance and to receive the same 20 per cent premium as other workers on nights.

To the mule spinners, an offer of ring spinning, normally women's work, on nights was made. Some of the over 65's were advised to retire. (There is a service grant scheme.) Some were too young for night shift; others, perhaps with domestic difficulties such as a sick wife, could not or did not wish to do nights. But 41 of the 83 redundant men formed a nucleus to start the new night shift—a very fair proportion considering the high average of mule spinners.

The training was tackled systematically, using the Cotton Board's special operative training scheme. Training was initially done for 5-7 hours per week in overtime at overtime rates. The last few men were trained on days. The men have learned better and more quickly than the firm dared to hope and form a settled nucleus. The effort and money spent in transferring and training them has been amply justified. The problem now, in this as in other mills, is whether their number can be increased. The question textile managers are asking is: can an industry hold workers on night work when there are other opportunities on day work easily available? And at what level of earnings? The answer lies partly in whether they can provide steadier employment, and to do this means not only skilful inside management, but a realistic assessment of economic and political factors outside the industry's own control.

AGE GROUP	NO. RECRUITED	NO. LEAVING DURING FIRST SIX MONTHS
Under 25	32	8
25-35	6	1
35-50	14	6
Over 50	15	2
	67	17



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Discussion Leader

Habitual Thinkers

DID you know that you 'see' the numbers of a bus on a familiar bus route more quickly than you would on a route you do not know? This is because we tend to 'see' what we expect to see—and in less time. This is just one of the general truths about perception which are gradually becoming clearer to us. An understanding of this subject is of vital importance to the executive, especially when he is making decisions.

Our minds are such that we have a limited span of immediate attention and memory. Hence, we are forced all the time to make a selection from the teeming variety of sense impressions to which we are incessantly subjected. So, if we enter a crowded room there may be a hundred things we could notice, but we shall, in fact, find it very difficult to notice more than two or three at once.

What determines the subsequent selection which is forced upon us? In the first place, we have in our minds a body of knowledge and attitudes already coherently arranged in a pattern which means something to us as individuals. One author has called these "persistent, deep-rooted and well organized classifications of ways of perceiving, thinking and behaving". Thus we select other new bits of information which fit into our pattern.

Experiments have shown that we even do this to the extent of 'seeing' what really is not there. Playing cards, whose colours had in some cases been changed (for example, the six of clubs was red and not black), were shown for a short time to many different people. Some reported that the six of clubs was black; others changed it to the six of diamonds; others compromised and said it was brown or purple. In other words, they could not 'see' such a queer thing as a red club. We do not perceive things in isolation. We see them in relation to their surroundings; the context helps to determine the expected object.

PARIS	**ONCE**	**BIRD**
IN THE	**IN A**	**IN THE**
THE SPRING	**A LIFETIME**	**THE HAND**

Try these tests for yourselves. What do you see? Many people read the first one as PARIS IN THE SPRING. Did you? If so, you read what you *expected* to be there, and not what was in fact there. This can be a serious disadvantage to a manager, whose major task is often one of seeing new relationships and being creative. Secondly, we do not just observe. Most of the time we are observing —AND drawing inferences.

I once knew a superintendent who disliked people with sallow skins—they were never any use in his department, he said. One day he needed a new assistant. When the new man arrived, he noticed at once that he had a very sallow skin. "If I had had any choice in picking him", he said, "I would have turned him down on the spot". Six months later, he was all too ready to admit what a mistake that would have been. He turned out to be the best assistant that superintendent had ever had. Thus, he had not only *observed* a fact—the sallow skin—but had drawn an inference from it. Many of our own inferences are based on just such shaky premisses as this.

This process of seeing and drawing inferences is true also of our social relationships. If we think someone does not like us, we infer that some harmless remark they make is hostile and this confirms what we already thought. Or, because we are expecting trouble, we frown or let an unfriendly note creep into our voice; and this will *make* others feel unfriendly and so make our perception appear true. A vicious circle has been created.

Finally, we see what we need to see. Either we see what we need to aid us to complete some current business on which we are embarked; or we see what satisfies the basic emotions and needs and attitudes of our own personality. Experiments have shown that if hungry people are shown indeterminate pictures, they will interpret them as pictures of food or eating utensils more often than when they are not hungry. Other subjects have been asked to look through a peephole, at what was, in fact, a distorted room. Most of them saw the people in the room as distorted, and not the room. Obviously, a deep need in all of us is to be able to feel that our physical surroundings are stable, so it was less of a threat to security to see the people as odd. One class of people was a significant exception to this. Newly married couples saw their new spouses as they were and the room as distorted!

Again, in social relationships, the same principle holds good. Apparently, we are better at assessing correctly those people who like us than those who dislike us. This is probably partly because the people who dislike us conceal it and partly because one of our deepest needs is to feel we belong, and so we must feel we are liked. The judgment as to who dislikes us often seems to be based on no more than evidence that we dislike them.

So a manager has to improve his powers of perception, if he is to improve his powers of decision making. Can you write and give some practical advice as to how we can all do this?

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Sound-Filmstrips

Off to a good start; a counter induction-scene from 'The New Sales Assistant' (IWS).

FILMSTRIPS accompanied by a commentary or dialogue on gramophone records have become a familiar aid in industrial education. The Industrial Welfare Society, pioneers with this technique, makes regular additions to its large library of filmstrips—it has recently added seven new titles.

The Two Executives presents a typical management problem. A large engineering firm has paid much attention to setting and developing uniform conditions of employment. Hours of work are defined, work rules are set out in detail, and each employee is expected to observe them. Despite this, some of the company's executives set their own standards, which differ from those of the company as a whole. This film case-study deals with a clash between the chief accountant and the planning engineer.

The accountant administers his department on an orderly and punctilious basis. He tends to adhere strictly to the letter of the company rule book; he does not encourage familiarity among his staff; and he demands punctuality. Yet apparently, he expects some work outside office hours without any compensation. His department appears to work efficiently in a formal and businesslike way. By contrast, Collins, the planning engineer, is informal in his approach to his staff, so that, unlike the Accounts Department, the atmosphere in Planning is one of happy, noisy, busy confusion. As far as possible, Collins insists on all work being done in the company's normal working hours of nine to five. On those rare occasions when there is a rush job, he never has any difficulty in getting his people to stay late to accomplish it. After one such occasion, he allows his staff to leave a quarter of an hour early—a reward for their previous late night.

Elliot, the chief accountant, protests to Collins about this. He argues that Collins sets a bad example which undermines the discipline of those in the adjacent Accounts Department. Here is a problem, not only of the clash between two personalities (each efficient and conscientious in his own way), but also a problem of how one should interpret rules and regulations in a large organization.

In **What do you suggest?**, the problem concerns a works' suggestion scheme. A frustrated and rather cynical foreman wonders what to do with a useful, practical suggestion which, in fact, he had made himself years ago, without anyone having paid any attention to it.

Case-studies of this type focus attention on realistic problems and enable students to discuss them in relation to conditions in their own organization. In this way, one can draw on the practical experience of the students, whilst giving the discussion leader the opportunity to interest them in aspects of the problem they might otherwise have overlooked or discounted. The sound filmstrip is clearly an admirable medium for this purpose.

Is it so well adapted to direct training? A sound filmstrip like **Fire Prevention** can obviously pose many important questions about the efficient planning and operation of a fire-prevention system in an electrical firm. Still pictures, accompanied by an

by O. T. Curtis

. . WHAT THEY ACHIEVE

appropriate gramophone commentary, can focus attention on the main problems and provoke discussion (when used imaginatively by the education officer), as well as any other medium. But in **Job Instruction,** one feels this is far from being the case. Here, we have an interesting comparison with several films which have been made on this subject or directly related to it. It would be a fruitful exercise for an education officer to compare the IWS filmstrip **Job Instruction** with the Central Film Library film **Introducing the new worker.** Can you convey the impression of bad instruction with a series of still pictures and recorded commentary as well as with a nicely directed film sequence?

Compare too the IWS filmstrip **The Telephone Operator** with the well-known sound film **How to use the telephone;** or the Society's **The personal secretary** with that training film classic, **Pool of Contentment.** This whole problem of the effective communication of ideas is itself raised in the new IWS sound filmstrip **How do you communicate?**

The success the Industrial Welfare Society has enjoyed with its sound filmstrips has been sought by others in the wide adoption of this technique. This is especially significant when an industrial firm has itself been not only the user but also the sponsor of a large number of industrial training films. It is very interesting to note the extensive use that Shell-Mex and B.P. Ltd. now make of sound filmstrips as an integral part of a comprehensive training programme.

They have experimented with the case-study. For example, **Typical Oils Ltd.** deals with the possibilities of confusion and conflicting policy which can arise in a large organization whose senior management pursues a definite but changing policy. You can see how the useful work of the salesman in the field, well-conversant with the individual idiosyncrasies of his customers, can be destroyed by the inconsiderate interference of more senior members of the sales department operating from head office, trying to comply with new directives on sales policy from top management.

If it were possible, it would be interesting to compare the impact of a talkie-filmstrip of this type (specifically designed for internal use in a large organization), with the impact of an IWS case-study, deliberately designed to meet the needs of a wide variety of organizations. It is certainly true that in industrial training and education there are certain advantages enjoyed by the outside training organization. These advantages are denied the internal training course, where discussion may be more inhibited. Does such a distinction apply to sound filmstrips for internal use, compared with those made for use by many organizations?

Certain it is that Shell-Mex and B.P. believe that the filmstrip with sound commentary or dialogue has special advantages both for the training of staff centrally, salesmen in the field, distributors scattered all over the country, and customers or potential customers such as farmers requiring specialist agricultural services.

Thus, in addition to the black and white, sound filmstrips of the type referred to above (made by Random Films), Shell-Mex and B.P. have also commissioned a whole series of coloured sound-strips from Talkiestrips Ltd. These include sales training subjects such as **Tricky Customers,** designed to show petrol station forecourt staff how to vary the treatment they give to the different customers who drive in each day. This strip is an integral part of a very comprehensive training scheme which uses charts, filmstrips, and films.

Tricky Customers relies on a snappy commentary and dialogue allied to humorous coloured drawings (using in this instance the Disney-like technique of animal drawings to 'type' individual customers—the bully, the popsy, the efficient businessman and so on). This is a useful technique because it makes few concessions to reality, and thus tends to concentrate attention on the gramophone commentary with its specific, instructional messages.

This comparison between the virtues of talkie filmstrip and film is inescapable whilst producers use both media to deal with similar subjects. One might conclude with two examples of the intrusion of the sound filmstrip into a province that would formerly have belonged to the film. British Petroleum have one talkiestrip on **Market and Opinion Research** designed to show salesmen the importance of market research and to emphasize that, far from intruding into his territory, the market researcher is providing information that will help the salesman in his job.

Talkiestrips, the producers, have also made a sound filmstrip for the United Steel Companies entitled **Introducing O.R.,** to introduce the work of a specialist department to others in the organization. This sets out to show that Operational Research—O.R. for short—exists to apply the methods of science to this task of co-ordination, and to find out, as a biologist does with a single living creature, what makes the factory tick, so that it can be understood—and improved—as a whole organism.

Sound filmstrips are contributing in various ways and with some success to a better understanding of many of the human and technical problems of industry. Are they likely to supersede the film in some fields? Are they being used as effectively and imaginatively as they ought to be? Should education and training officers commission more of this inexpensive aid to help them in their job of internal training?

The only Department every Company likes to keep slack...

Accidents will happen. But often surgery staff are kept needlessly busy with ailments caused by lack of ordinary cleanliness and care in the factory.

Industrial Dermatitis, dry, chapped hands and epidemics can be reduced to a minimum with the aid of Deb cleansers and disinfectants.

SWARFEGA INDUSTRIAL HAND CLEANSER

Swarfega's gentle emollient action reaches deep into the pores to lift out the most stubborn grease and industrial soils. Antiseptics clear dirt-fed germs from the skin, reduce the incidence of industrial dermatitis, and lower absenteeism.

Swarfega leaves the hands clean, supple and germ free. Swarfega is the twentieth century hand cleanser that no factory or workshop should be without.

LANIMOL — WATERLESS SKIN CLEANSER

Lanimol brings the washroom to the worker ; with its own, built-in water it is specially designed to provide on-the-spot washing for employees working away from proper facilities.

Lanimol's gentle action will remove even the most stubborn soils—paint, oil, tar, dyes and inks.

Lanimol contains Lanolin, to give after-wash smoothness, and prevent soreness and chapping.

Other Deb cleaning aids include :

JIZER SOLUBLE SOLVENT

A safe, non-toxic degreasant for removing grease and cutting oils from machinery parts, engine units. Ideal for production or small scale degreasing. A rapid acting industrial floor cleanser which rapidly removes encrusted grease and filth from factory and workshop floors. Protects against accidents resulting from slippery, dangerous floors.

TREE-TOP PINE DISINFECTANT

Non-poisonous and pleasant smelling, Tree-top is the most economical disinfectant there is. Six times as effective as Carbolic Acid against Bac. Typhosum, four times as effective against Staph. Aureus.

JIZER JEL FLOOR CLEANER

Cleans, disinfects and deodorizes all types of floor areas. Removes vegetable and mineral oil deposits, stains and ordinary day to day dirt.

DEB VEHICLE SHAMPOO

Widely used for cleaning vans and heavy industrial vehicles. A rapid cleaning and polishing preparation which contains specially selected detergents to remove road grime without harm to cellulose, plus wax to polish and protect.

SALUTE LIQUID TOILET SOAP

A pleasantly scented liquid soap designed for use in standard liquid soap dispensers, avoiding the 10% wastage inseparable from the use of bar soaps.

Deb

CHEMICAL PROPRIETARIES LTD.

BELPER · DERBYSHIRE · ENGLAND

NEW TOOLS FOR EFFICIENCY AT THE MANCHESTER SHOW

SAFETY

Easily manœuvred, the Satellite line-marker has no restricting power lines

Northide gloves and clothing give maximum protection and comfort

FULL employment in most parts of the country is making for keen competition between firms in providing first-class working conditions for their labour force. The best workers are retained and suitable replacements and additions to staff secured, partly through the provision of a healthy and bright working environment, backed with the customary welfare services that very few employers can afford to ignore.

For ten days, from September 21 to October 1, the Factory Equipment Exhibition is being staged at Belle Vue, Manchester. It will be the first occasion that this Exhibition has run for 10 days at this Northern venue. Welfare and personnel officers with time to visit this monster display will be able to make their selection of products that can transform the most unpretentious building into a model of optimum comfort and efficiency.

A wide variety of insulating materials, heating, ventilating, air-conditioning, dust and fume extraction equipment; partitioning, safety gear, canteen fixtures, welfare aids, protective clothing and cleaning and maintenance products will be on show. Our selection, in this illustrated preview, relates to the principal types of equipment in which a substantial number of our readers have a sustained interest.

Those familiar with existing models in the sections we cover, will know at a glance the advances that have been made by the manufacturers and which will be striking features at Belle Vue later this month.

New tools for efficiency at the Manchester Show

Continued on page 48

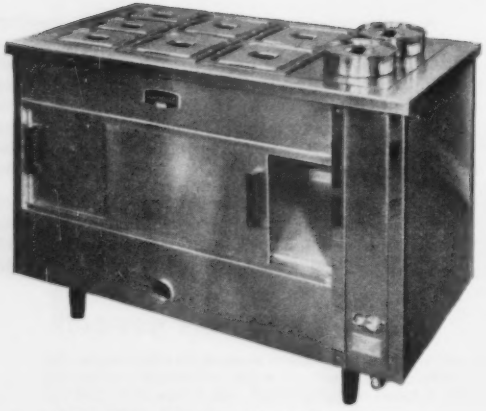
New tools for efficiency at the Manchester Show

Continued from page 47

CANTEEN AND WELFARE

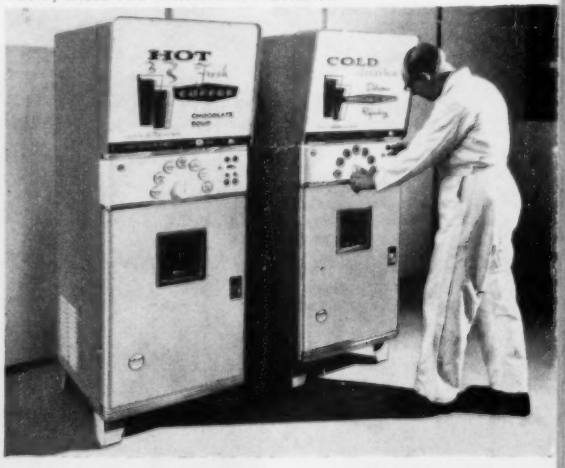
This compact Andrex paper-towel dispenser can be fitted over a wash-basin

Penny-operated with a robust mechanism, this sanitary-vender is backed by countrywide servicing



The Mayland hot-cupboard with fitted bain marie cannot run dry or become overheated

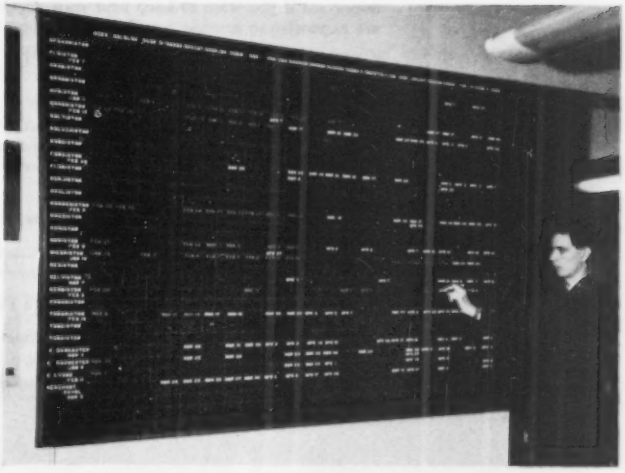
Fourteen drinks, from hot soup to ice-cold lemon, out of these two Ditchburn machines



CLEANING AND MAINTENANCE

The 'Progress' Combinable picks up dirty suds, cleans and dries in one operation. It can also dry vacuum clean and drain sumps

EFFICIENCY AIDS

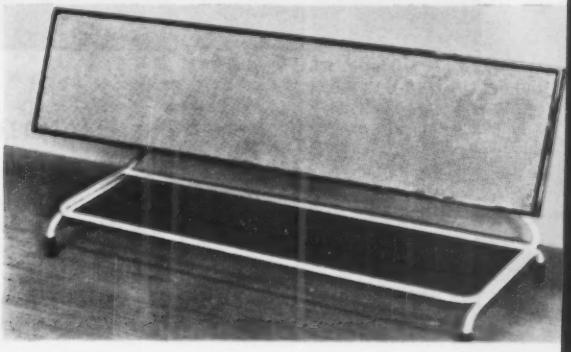


Manpower distribution at a glance is only one use for the flexible Movigraph chart

HEATING AND VENTILATING

Dust is kept at arm's length by the Unimaster control unit

Fumeless and safe, this Catalor infra-red heater gives full warmth in minutes



"stop...

Worrying about staff welfare and rising costs !"

" That's all very well, but in a big office like ours welfare is important if you want to keep your staff. Coffee and tea alone are expensive to provide, apart from the time they waste."

" Well that one's easy for a start. Go automatic."

" Automatic ? "

" Yes, put in automatic catering machines like we did. These days they give a choice of tea, coffee, milk—even soup and cold drinks. As a matter of fact we're considering hot snacks, cigarettes and confectionery, too !"

" Isn't that carrying things a bit far ? What about the cost ? "

" Considerably less than doing it ourselves. B.A.C. operate the machines for us. Marvellous arrangement."

" Well in that case—fair enough. Who do I see ? "

" Write to B.A.C. They're **the** *people to deal with."*

BAC

for automatic catering

The complete service — B.A.C. and their associate company PETER MERCHANT LTD., the largest industrial catering organisation in the country, offer the unique combination of canteen facilities and automatic vending machines. The most complete service of its kind for commerce and industry.

THE BRITISH AUTOMATIC COMPANY LIMITED, 14 Appold Street, London, E.C.2 Tel: BIShopsgate 8176

Branches in BIRMINGHAM, BLACKPOOL, BRISTOL, MANCHESTER, NEWCASTLE, PLYMOUTH, READING, EDINBURGH, GLASGOW, BELFAST and DUBLIN

Sarah

One of the most attractive models ever designed in Nylon has already won seven awards. Princess Line with white pin-tucked frontpiece, concealed front buttoning and two large patch pockets in skirt. Available in a wide range of colours.

Write or telephone for brochure showing the complete range of Eve Nylon Overalls including the latest José and Maria styles.

Eve

NYLON OVERALLS

The overall you can't buy anywhere'

only from the makers

PANTYFE LIMITED
24 RUPERT STREET PICCADILLY
LONDON W.1

REGent 0317

EQUIPMENT MARKET

A Monthly Survey for Personnel Managers

● **EFFICIENCY** ● **WELFARE** ● **OFFICE AIDS** ● **SAFETY**

● **CLEANING** ● **HEALTH** ● **VENDING**

For more information—free of charge—on items featured in this 'Equipment Market' section, **use our Reader Service Form (facing p. 60),** *quoting the reference number of the equipment that interests you. Urgent enquiries can be made by telephoning WATerloo 3388, Ext. 216*

Welfare

'FLU FIGHTER

SINCE many workers will have had holidays this year that cannot be relied on to build them up for the harder winter months, medical and welfare departments will be interested by the introduction of a new influenza vaccine to be known as *Invirin*.

It contains two strains of virus (including one that was isolated in this country only last year), which the makers consider most likely to be involved, should an epidemic occur this winter. *Invirin* is available in single-dose ampoules or in special 10-dose, rubber capped vials. Maximum response takes about two weeks to develop, and some effective degree of immunity is claimed to persist for about six months.

The life of the vaccine, which should be kept under refrigeration, is said to be 18 months. Although *Invirin* is being made available to industry at large for the first time, it has been used before and there is evidence of a worthwhile reduction in the number of 'flu cases.

Enquiry Ref. No. W9/1

FIRST-AID CABINETS

SHOULD you still be searching for a first-aid cabinet designed to meet the requirement of Statutory Instruments No. 906, there might be an answer in the range of *Non-Projecto* models.

There are three types available: *F1* with contents for factory workshops

employing up to 10 operatives; *F2* for up to 50 employees in a workshop; and *F3* for any number of workmen above 50.

The complete cabinet, including fixing template and assembly instructions, is delivered in a sealed carton. From time of delivery to final installation, it should, according to the makers, take an unskilled workman no more than 10 minutes.

Finished in stove-white enamel, with Red Cross transfers and identifying wording already applied to each door, the *Non-Projecto* has combined ventilation and rubber-lined finger-holes fitted to doors. Inside there are three shelves to accommodate the required supplies.

The initial prices for filled cabinets, plus extra refills are as follows: *F1* at £4 3s. 9d., plus 23s. 9d. *F2* at £5, plus £2; and *F3* at £6 10s. 6d., plus £3 10s. 6d.

Enquiry Ref. No. W9/2

(Continued on page 53)

EXTRA SAFETY ON EVERY FLOOR

with Johnson's Shur-Tred and Johnson's Sted-Fast

You can be sure of shine *and* safety on every floor surface with Johnson's slip-retardant floor finishes

Johnson's SHUR-TRED is for floor surfaces such as thermoplastic, vinyl tile and asphalt. It dries by itself to a high, long-lasting shine — needs no buffing.

Johnson's STED-FAST is a new liquid wax for hard and soft wood, wood composition, linoleum, terrazzo, etc. It cleans as it polishes and gives tough wax protection.

Both products are simple to apply, and provide a really safe grip to busy feet

THIS IS WHY THESE PRODUCTS ARE EXTRA SAFE

Ordinary Polish Here's the way conventional wax film appears greatly magnified. The round balls are globules of wax and resins. Subjected to the pressure of a foot they may slip and cause a fall.
Shur-Tred and Sted-Fast In Johnson's slip-retardant finishes, tiny particles of colloidal silica prevent wax globules shifting under pressure. They reduce slip hazards but still give you a gleaming surface.
IMPROVED TRAFFIC-COTE
HARD GLOSS
SOLVE
TRAFFIC WAX LIQUID
QUICK SET SEAL
GYM FINISH
EMEREL
TRAFFIC WAX PASTE

JOHNSON'S WAX

S. C. JOHNSON & SON LTD., West Drayton, Middlesex
Tel: West Drayton 2244/7 & 3764/9

For FREE advice

on floor and furniture maintenance problems

call in the J-Man

Here is a unique service to help you solve floor and furniture maintenance problems—advice by a JOHNSON'S WAX technical representative, offered *free* and entirely without obligation. Every J-Man is backed by a fund of research knowledge and practical experience unequalled anywhere in the world. He can give personal attention to your problem.

Post this coupon today to:

JOHNSON'S WAX

S. C. JOHNSON & SON LIMITED
West Drayton, Middlesex

Please send me information on the following Johnson's Wax products

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Please ask your representative to call
(a) Urgently
(b) When he is next in my area
Cross out that which does not apply

Name _____

Company _____

_____

Address _____

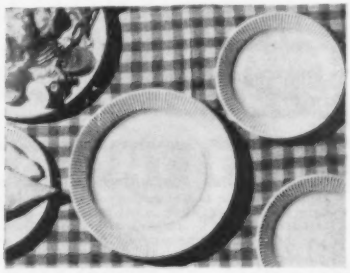
_____ /6

EQUIPMENT MARKET

For further details, complete enquiry coupon facing page 60

PAPER AT THE SERVERY OR IN VENDERS

A NEW design of paper plates, moulded from white lined board, is available in two sizes: 6¼ in. or 8¼ in. diameter. Possibly in an attempt to gain more ready acceptance of the idea of eating from paper (fashionable only so far as fish and chips are concerned), the makers have introduced a product that is whiter and which has more surface sparkle than its predecessors.



Supplied in boxes of 1,000 and claimed to be as suitable for automatic machines as for conventional catering services, these paper plates cost less than the makers' previous product: respectively, *under* ½d. each for the smaller, and ¼d. each for the larger design.

Enquiry Ref. No. W9/3

OVERALL PICTURE

TO assist potential customers in the choice of suitable garments, the makers of a well-known range of industrial overalls, warehouse coats and boiler suits have just produced a fascinating visual aid.

Based on the children's game of 'dressing dolly', by placing shaped and coloured clothing over cardboard models, this new catalogue gives an excellent pre-view of some of the styles and colourings they have to offer. Probably a better lead for the works council or the personnel manager himself than the conventional pattern books.

Included in this industrial wardrobe are some very smart women's fashion overalls designed by the London couturier Victor Stiebel: these come in coral or turquoise, lightweight drill. On the man's side, warehouse coats are shown in four different shades with three patch pockets and side vents.

Prices are not mentioned, since this is part of an industrial overall service where individual requirements and costs must inevitably vary.

Enquiry Ref. No. W9/4

CLOAKROOM ACCESSORY

SINCE reductions in working hours and wage increases both tend to allow employees to lead a much fuller social life, managements are finding that they are expected to provide more than the usual 'regulation issue' of welfare facilities. Even cloakrooms, as we noticed in last month's illustrated survey, are being transformed into palatial boudoirs.

Doubtless the trend will continue: so this latest addition to washroom equipment may find a ready market. Basically, no more than a nail-brush, the *Spa Major* has been produced

(Continued on page 55)

METROPOLITAN COLLEGE

Specialised Postal Tuition—Taken at Home in Leisure Time—for the Membership Examination of the

INSTITUTE OF PERSONNEL MANAGEMENT

Also interesting, authoritative (non-examination) postal tuition in Personnel Management, Economics, Business Administration, Industrial Law, Statistics, Social Administration, etc.

Send today for free prospectus, mentioning exam. or subjects in which interested, to the Secretary, G1/85, Metropolitan College, St. Albans (or call at 30, Queen Victoria Street, London, E.C.4).

ST. ALBANS

Farepak Hampers range
in price from £4.4.0 to £10.10.0

£10.10.0 Hamper contains:
A leg of English Pork and choice
of Chickens, Goose or Turkey,
4 lb Tin Carr's Assorted Biscuits,
Huntley & Palmers' Dundee Cake,
Two 2 lb Christmas Puddings,
2 lb Mincement, 20 oz Tin Fruit,
Selection of Confectionery,
Christmas Crackers.

For that *extra*
special employee
who retires, or a top
man who has been ill,
a Farepak Hamper shows your appreciation
in an *extra special way*.

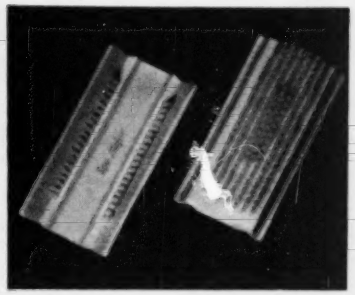
Farepak hampers

From the
Hamper Division
of Payne & Son (Butchers) Ltd

58 WEST SMITHFIELD, LONDON EC1
Telephone: Monarch 0365

Write or 'phone for details

For further details, complete enquiry coupon facing page 60



especially for heavy-duty wear by factory workers. It has nylon-tufts reinforced in the centre for additional wear. There are also winged grips to prevent the brush slipping in use.

A back-view shows two extra rows of tufts for cleaning the nails. To assist with stock-taking or department identification—or even just to add sparkle to the cloakroom—the *Spa Major* is supplied in six different colours, all at 5s. 9d.

Enquiry Ref. No. W9/5

Heating

FROM THE FLOOR

AN even, draught-free warmth is generated from the floor of buildings fitted with a new heating system. It operates by raising the temperature of the floor surface to some 10-15 degrees above the air temperature in the room.

The system is based on the embedded-rewirable principle for use in those new buildings where minimum capital cost is the over-riding consideration. The heating cable is directly embedded into the floor screed, and a simple cable trough is introduced.

However, since access to and replacement of any circuit wiring are now accepted principles of all electrical installations, the highlight of this floor-heating system is the ease with which faults and stresses can be located and reached. A point of breakdown is detected by testing between cable loops; and it is isolated by cutting the loops on each side of the break. The fractured length of resistance wire is then drawn out of its plastic conduit, and a new length is fed in.

Naturally, a pre-requisite of installing this economical system is that your floor-finish must itself be easy to remove and replace. Installation costs vary, but a shop of about 500 sq. ft. would work out at about £60-£70. Operating on 'off peak' rates, the same shop should have running costs of approximately £40 a year.

Enquiry Ref. No. H9/1

Efficiency

BACKGROUND MUSIC

THERE can be little doubting the power of background music to 'isolate' employees from the racket of industrial or office noise. Therefore, it is hardly surprising that one of the

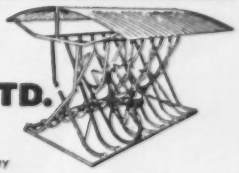
(Continued on page 57)

THERE IS AN ABIX CYCLE STAND TO SUIT EVERY REQUIREMENT

ABIX Cycle Stands are constructed of steel throughout, stove-enamelled green. Roof sheeting is normally of galvanised corrugated sheets. If required, sheeting can be supplied in Aluminium or Asbestos.

There are 30 Different Types from which to choose.

Please write for illustrated catalogue PM/1 to :—



ABIX (METAL INDUSTRIES) LTD.

STEEL EQUIPMENT FOR OFFICE AND FACTORY

POOL ROAD, WEST MOLESEY, SURREY

Phone : MOLesey 4361/3 *Grams :* ABIX, East Molesey

TYPROD

SAFETY
link matting

Typrod non-slip matting cuts out standing fatigue, reduces breakages and increases efficiency all round. You get increased productivity and greater economy with Typrod. It is extremely hard wearing, soft to the tread and hygienic. Cut to any size, guaranteed and oil-resistant if required.

Contractors to the Ministry of Works, British Transport Commission, etc.

TYRE PRODUCTS LIMITED

303 Harrow Road, Wembley, Middlesex. Tel.: WEMbley 9555

ZALPON

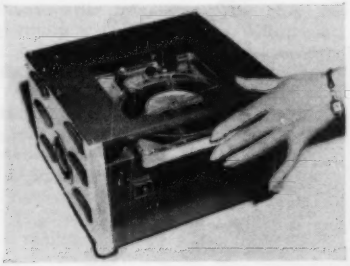
washing cream
for personal hygiene

That's all it costs to ensure personal hygiene with Zalpon Washing Cream. Today hospitals, factories and offices rely on Zalpon as a safeguard to health. And Zalpon is so economical, because while it ensures a constant supply of soap, it cannot be pilferred from its locking dispenser.

Zalpon Washing Cream washes cleaner than ordinary soap, yet it is kind to the hands.

AN IZAL PRODUCT NEWTON CHAMBERS & COMPANY LIMITED, THORNCLIFFE, SHEFFIELD

For further details, complete enquiry coupon facing page 60



better-known distributors of taped music is improving its service.

In the first instance, this company has introduced a new, self-contained tape-player. The output of the easy-to-operate *TP 1 Mark III* has been increased by seven watts, and it will now relay to 100 loudspeakers. Measuring 11½ in. wide by 8½ in. by 11 in. deep, it has (as a special feature) a mechanism for volume-compensation which increases the bass when the volume-control is turned down.

A transparent, plastic cassette containing a 90-minute tape, is loaded into a slot at the front of the player: this action automatically sets it playing. The tapes are single spools that constantly rewind themselves from the centre to the outside, thus ensuring continuous music until the machine is switched off or until the spool is replaced.

The suppliers of this service have recently obtained an extra 10 tape duplicating-machines which, they claim, makes their installation the largest of its kind in Europe.

The basic rental for this background music facility is £56 a year. This includes the tape-player, and an initial supply of six tapes (carrying an approximate total of 200 tunes), which are replaced every three months. One loudspeaker is provided free; others are available at an extra charge. Additional tapes can be supplied.

Enquiry Ref. No. E9/1

Office Aids

PLANNED TYPIST UNIT

EVEN though legislation affecting office conditions may be considerably delayed, a flood of new office furniture continues to pass on to the market. Among recent developments, we notice the *Model CU.1* typist's unit.

This is a well-planned work station, designed along scientific lines to save space. The pedestal drawers have recessed mouldings which act as drawer-pulls: no handles to come adrift or to knock against. The top drawer, with its own lock, has a pull-out flap above it, and is fitted with an accessories tray.

There are five types of pedestal for this model. *Type A* with four standard drawers; *Type B* with two standard and one deep drawer; *Type C*

"G" BLOCKS FOR GENTS' CHANNELS

IMPART FRESHNESS TO URINALS
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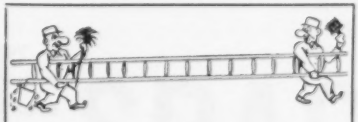

SEPTEMBER

With the end of summer approaching, and the start of communal heating your office blocks and workshops probably require a thorough cleaning before this winter's accumulation of grime appears—on top of last year's coating—unless you telephone
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YOUR LINE, PERHAPS?

If your job involves explaining why engines work, 'An introduction to the Heat Engine' will probably interest you. In a simple and clear, yet lively way, this Shell film discusses the basic principles of the heat engine in all its forms. Specific types of engine are considered in greater detail in 'Diesel Story', 'The Two Stroke Engine', 'The Gas Turbine' and other Shell productions.

These films, and others made by Shell, may be used for training and informing in many different contexts. Organisations may borrow the films free of charge.

The Shell Film Catalogue lists over 175 films which may help your training scheme. Please write and ask for a copy.

films for industry

SHELL INTERNATIONAL PETROLEUM COMPANY LIMITED
NO. 1, KINGSWAY, LONDON, W.C.2.

For further details, complete enquiry coupon facing page 60

with two deep drawers only; *Type E* fitted with two standard, plus one pivoting stationery drawer (illustrated); and finally, *Type G* which contains six shallow stationery drawers.

The unit can form the basis of tailor-made furniture installations; and an additional offshoot can be fitted to the main stem, making the whole suitable for an extra typist at little extra cost. The main table stem measures 4 ft x 2 ft 6 in, and is finished either in oak or mahogany. All tops are lined with black and bottle-green, wear-resistant linoleum.

The price of the unit varies according to design, but is generally in the region of £33, plus an extra £10 for an offshoot to seat the additional typist.

Enquiry Ref. No. O9/1

Air-Conditioning

FOR YOUR OFFICE

IT is an odd reflection on our habits that, although we take air-conditioning for granted when we spend the occasional night at an hotel, few of us give much attention to having a similar system installed in the office. Yet, there is no shortage of suitable systems. The *Crestline* range for example comprises four different models.

The *Console* is adaptable for summer cooling, and heating coils may be connected to your steam or hot-water system to provide year-round, filtered air that keeps the office at an even temperature. Naturally, if you normally suffer from unwanted noise penetrating the office through open windows, this form of air-conditioning will bestow additional benefits.

The heat-pump model heats when it is cold, and cools during summer conditions. It can be installed as a window model which is unobtrusive both in its line and colouring. A third model with two fans is intended for cooling purposes only and can be installed either through the window or the wall. Its overall depth is less than 14 in.

Finally, there is the portable model which can be carried from room to room. It may also be used as a dehumidifier wherever moisture creates a storage problem.

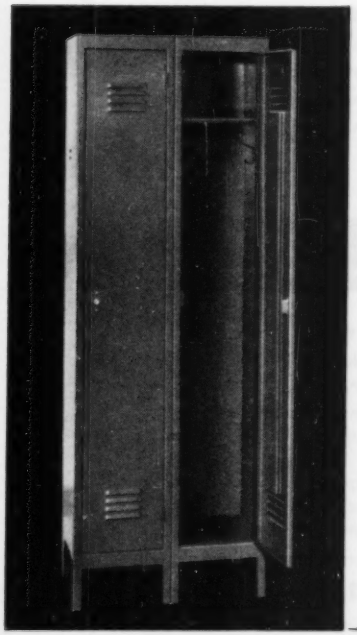
The *Crestline* air-conditioners are only some of the systems produced in a fully comprehensive range that also offers larger units for factory installation.

Enquiry Ref. No. A9/1

The value readers place on this Equipment Market is clear from the flood of enquiries reaching the PERSONNEL MANAGEMENT AND METHODS Reader Service Department soon after an issue appears. Only new products qualify for inclusion in this section of the journal; and this selected display is appreciated. We invite firms to submit details of suitable products for this guide to safer and better working in industry.

Name please!

Several readers are returning our FREE ENQUIRY COUPON without entering their name and address. Without this information, our Enquiry Department cannot pass on the required details of equipment or services.



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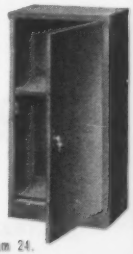

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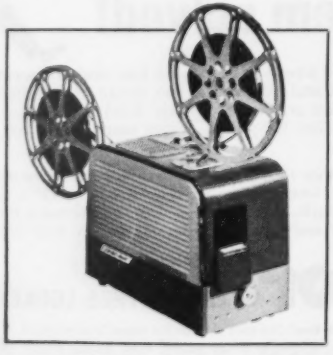
As manufacturers of the world-famous range of Bell & Howell cine equipment, Rank Precision Industries Limited know a great deal about the uses of Film. And because they do not make films themselves, they are able to offer a unique service to industry: *impartial but expert advice on the most effective and most economical way of using Film to overcome the hundreds of problems for which it is ideally suited* utilising, wherever possible, all existing facilities and talent within the client organisation.



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MANAGEMENT DIARY FOR OCTOBER

ASSOCIATED INDUSTRIAL CONSULTANTS (Midhurst, Sussex)

Residential courses

3-14 Stage I of a three-week course for higher management (Week 3 is from Oct. 31 to Nov. 4), covering sales techniques, accounting, production management, work-study investigations, operational research, motivation and incentives, management comparators, training and development. Stage II—the third week—includes considerations of management structure, delegation of responsibility and authority, management aids, and a conclusion on the science of management.

BRITISH INSTITUTE OF MANAGEMENT

5 **London.** Management ratios and inter-firm comparisons: seminar for directors, general managers and senior accountants

11-13 **Harrogate.** National Conference: papers on a variety of topics, including problems of management trainees, training young workers, the small producer in the face of mergers, automation and ageing employees; the location of industry in Great Britain. Speakers include Mr. J. P. de C. Meade of the Industrial Training Council, Dr. E. Dichter of the Institute of Motivational Research and Dr. E. F. Schumacher, economic adviser to the National Coal Board. The closing date for applications is September 19.

22-29 **London.** Quicker reading course.

BURTON MANOR (Wirral, Cheshire)

10-21 Supervision in the docks and shipping industries: first of four courses planned and carried out with the advice and co-operation of the National Association of Port Employers, 3 St. James's Square, London, S.W.1, to whom application for places should be made

10-21 Supervisory management: to help established foremen and supervisors develop leadership and management skills and techniques

23-28 Introduction to supervision: for those who have just been promoted to chargehand rank or who are likely to be promoted. A basic introduction to the problems involved in exercising authority and maintaining discipline

23-28 Women supervisors: introduction to the principles of communication and self-expression, with an element of psychology. Backed by practical sessions and lectures in economics, trade-union organization and practice

30-Nov. 4 Art of communication: examination of the ways in which members can improve their thinking, including a study of language and voice

31-Nov. 11 Supervisory management: repetition of course held from Oct. 10-21 (see above).

COLLEGE OF PRODUCTION TECHNOLOGY (Ashford, Kent)

3-7 Office organization and methods: for office supervisors and all personnel needing an introduction to O & M. Topics include modern equipment, some uses of automation, and human relations

10-14 Method study: for all levels of management who require detailed knowledge on this technique. Programme broken down as follows: definition and scope of method study, basic procedure, selecting the work or job, recording, critical examination of facts, developing an improved method, follow-up and human problems

24-28 Foremanship: over half this course is devoted to human relations topics: analysis of labour problems, modifying attitudes, fundamentals of human behaviour, full employment, group dynamics, selection, merit-rating and counselling

31-Nov. 11 Work study: for middle and senior management in all industries. The scope of the course is similar to that on method study (see above).

INDUSTRIAL WELFARE SOCIETY

Non-residential courses and conferences in London

3-4 Retail sales assistants
Company-community public relations

3-7 Training techniques: first part of a sandwich course to be continued Oct. 31-Nov. 4, and Nov. 28-30

5 Tea-breaks in industry

6 Sales executives
New-thinking luncheon
Speaking successfully in business and in public: first of 10 weekly meetings to be held on consecutive Thursdays

10-11 How the City works: repetition of a successful course first held last year

10-11 Personnel statistics

12-13 Office supervisors

12-14 Works relations seminar for technical managers: first of four sessions paying attention to the increased emphasis now placed on personal skills required in business leadership

17-19 Industrial and factory law

18-19 Personal secretaries: a refresher course
Visual aids

20 Human relations seminar

20-21 Potential supervisors

24-28 Junior executives and management trainees

25-27 Sales executives

31-Nov. 1 Pension funds.

One-day meetings outside London

5 **Birmingham.** Demonstration of latest IWS filmstrips

6 **Glasgow.** Personnel statistics

11 **Glasgow.** Filmstrip demonstration

12 **Cardiff.** Manual lifting and handling

20 **Leeds.** Government pension proposals

20 **Harlow.** Men and women supervisors

25 **Glasgow.** Canteen costs and subsidy practice

26 **Manchester.** Sports and social clubs.

Residential conference

17-21 **Westcliff-on-Sea.** Course for catering supervisors.

INSTITUTE OF INDUSTRIAL SUPERVISORS

Residential courses in England

First Series

7-9 **Scarborough.** Practice of supervisory management: exchange of experiences and ideas on being responsible for other people's work

7-9 **Leamington Spa.** Foremen and cost reduction: leads to an understanding of how shop expenditures are classified and controlled

14-16 **Leamington Spa.** Work study: introduction to techniques, illustrated by ciné films and exercises in job analysis and effort-rating

28-30 **Droitwich.** Industrial relations and law: summary of formal procedures governing relationships between trade unions, employers and the State

Second Series

21-23 **Buxton.** Organizing for production: role of the foreman in managing men, materials and resources on the shop-floor
Droitwich. Weighing up people and jobs: recapitulation of the plan for assessing abilities put forward in the course on 'Human Relations'
Bournemouth. Profits, prices and productivity

Residential courses in Scotland

First Series

14-16 **North Berwick.** Human relations: special consideration to the problems in human relationships that every foreman must be able to solve

Second Series

7-9 **North Berwick.** Practice of communication: syndicate exercise to give foremen the opportunity of thinking about the basic problem of getting new ideas launched in a manufacturing company.

INSTITUTE OF PERSONNEL MANAGEMENT

7-9 **Harrogate.** National Conference and four one-day training courses. Speakers at the conference will include The Minister of Labour, Mr. John Marsh of the Industrial Welfare Society, Sir Ben Lockspeiser, Mr. F. J. Pedler and Mr. R. Willis. Training courses are on operator training, industrial law, staff selection, trade unions and Company policy

24-28 **London.** Residential course in negotiating procedure and industrial relations. Topics include the machinery of collective bargaining, interpretation and application of trade-union agreements, and dealing with day-to-day problems of industrial relations. The course is designed for experienced personnel officers.

LOUGHBOROUGH COLLEGE OF TECHNOLOGY (Department of Industrial Engineering)

17-Nov. 4 Method study: a basic course which covers the gamut of techniques and instruments of method study, including practical exercises in the use of the techniques demonstrated.

NATONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

10-14 Introductory course: five-day rationale of systematic assessment and selection procedures. Intended as a qualifying course for those personnel who propose to attend other courses in the Institute's programme

24-Nov. 4 Interviewing: although particular attention is paid to the selection interview at different levels, the course also deals with interviews for other purposes, e.g. promotion, grievance and end of employment.

THE POLYTECHNIC (Department of Management Studies)

Dates indicate day of commencement

3 Social skills of management: two-week course to examine the human skills that managers need in order to obtain the best contribution from employees

3 Effective speaking: ten-weeks of practical training in verbal communication. Every Monday afternoon

4 Technical report writing: basic principles of presenting technical information. Tuesday afternoons for 10 weeks

5 Effective thinking in management: practical guidance on clear thinking and decision-making. Wednesday afternoons for 11 weeks

10 Industrial marketing research: four sessions (Monday evenings) in discussion of methods and problems

14 Training in manual skills: how greater efficiency can be obtained by new methods of training on repetitive or non-repetitive jobs. All day for five consecutive Fridays

20 Interviewing techniques: how to obtain and impart information, pass orders, maintain discipline and assess attitudes. Thursday afternoons for 9 weeks

24 Personnel management: groundwork in techniques. A complete eight-week course.

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SPE-4

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Eyes exposed to danger need safety visors, goggles, and machine guards made of 'Celastoid.' 'Celastoid' is very tough—does not shatter, crack, or splinter. It is brilliantly clear, too, and gives your worker the perfect vision needed to do a job well. 'Celastoid' is basic equipment for the morale and efficiency of your workers, an essential part of your safety planning.

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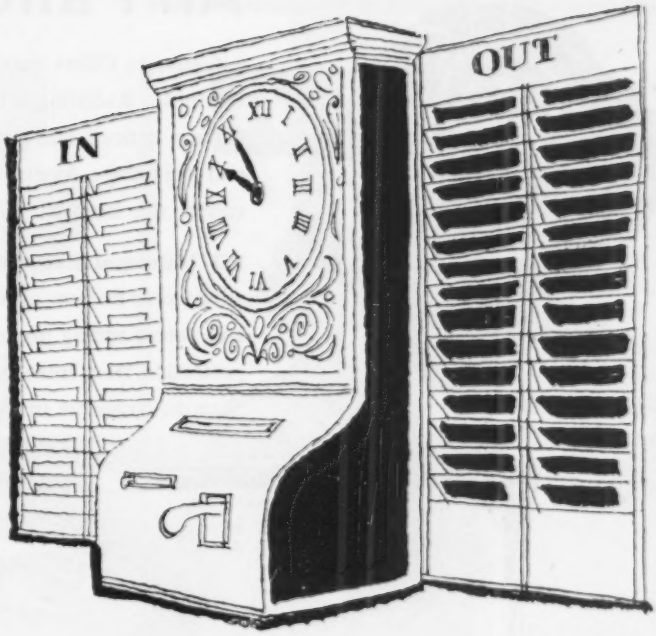
clock up record attendances this winter ...with Calsules



When winter comes the Common Cold, and a host of other minor ailments, will not be far behind. They play havoc with staff attendance, and are a primary cause of lost man-power reduced productive efficiency and lower profits.

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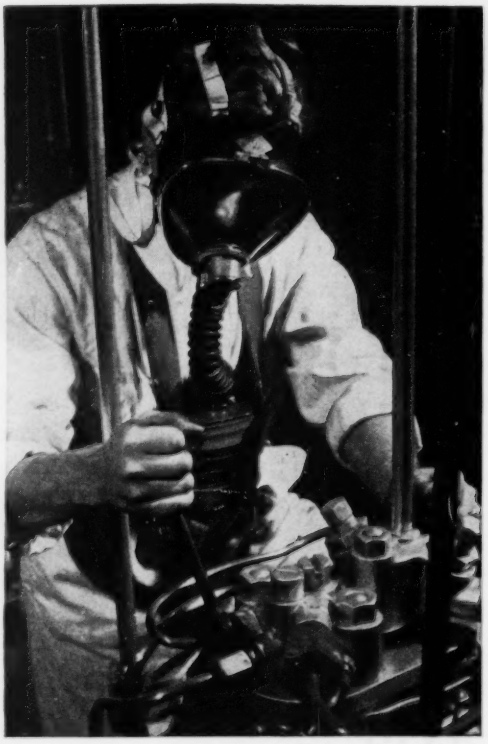
The 'Puretha' Mark IV Gas Respirator gives both wide vision and an absolutely gas-tight fit with the minimum of adjustment; the window is of clear vision plastic and is so shaped that vision remains undistorted at any angle of view, the inspired air is deflected over the inside of the window to keep it clear of condensed moisture. The canisters of chemical absorbent we supply are specially coloured according to the gases against which they are proof. The Canister in use is held in an adjustable neck-sling and can be carried on the chest, at the side or on the back—whichever is most convenient. As an alternative to the full facepiece, we can supply mouthpiece, noseclip and goggles. The facepiece and breathing tube are in white or black rubber, and can be supplied either in a light fibre case or in a strong waterproof haversack. *Write to us for full details.*



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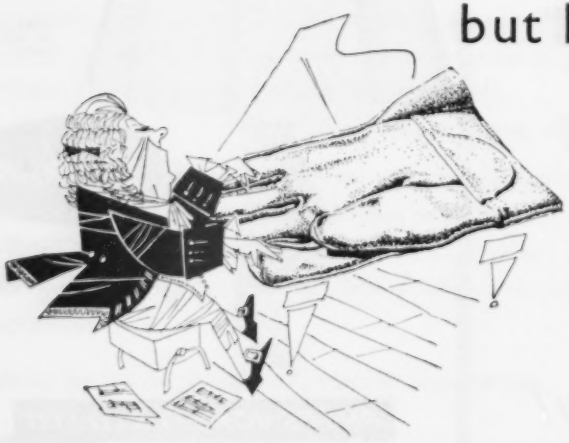

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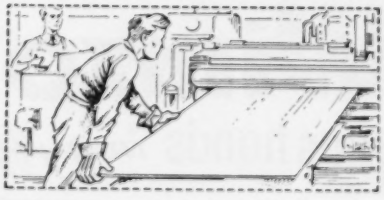

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CVS-15

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* *Kerodex barrier creams have been specially developed to give protection against a wider range of skin hazards.*
* *Kerocleanse special cleansers remove difficult substances from the skin, effectively and safely on the job.*
* *Kerodex and Kerocleanse together maintain healthy hands.*
* *Healthy hands are dexterous and productive tools.*

Our confidential Technical Advisory Service is being used by over 3,000 international manufacturing companies on problems affecting the skin health of their workers. Details of this service are available to you on request.

S✋P

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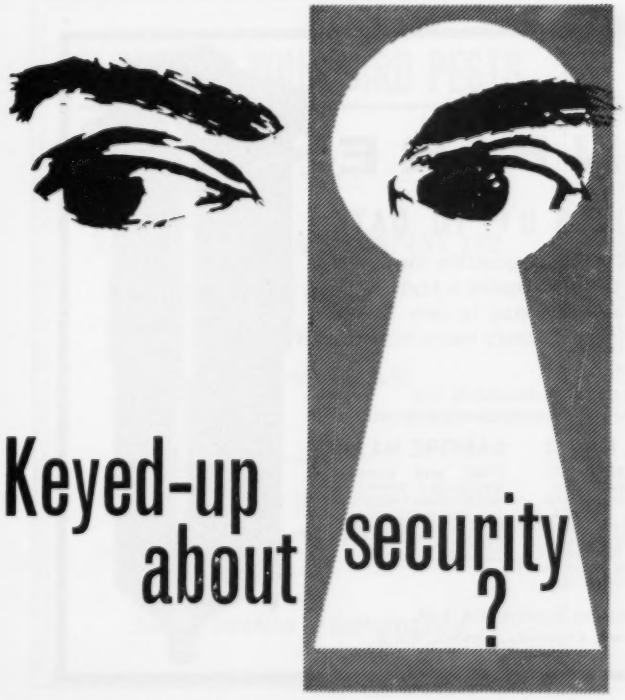

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provide a clear indelibly printed record of the time of your watchman's visits to strategic parts of your premises. He ***must*** visit each keybox station in order to actuate the clock's mechanism. The record is his protection too—he can ***prove*** that he has done his job well.

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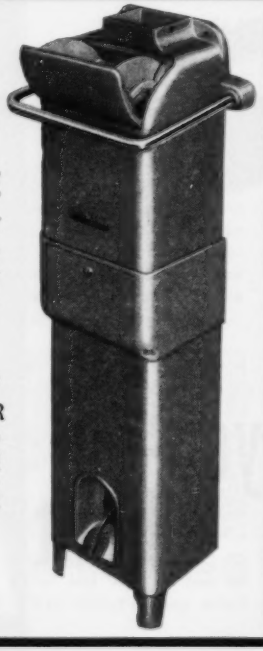

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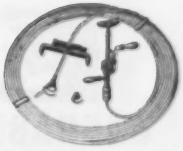

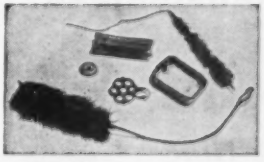

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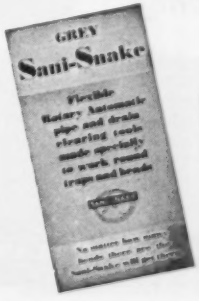

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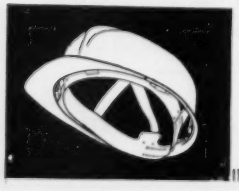

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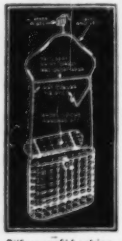

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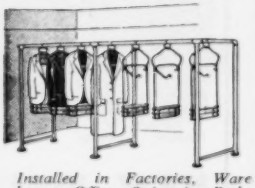

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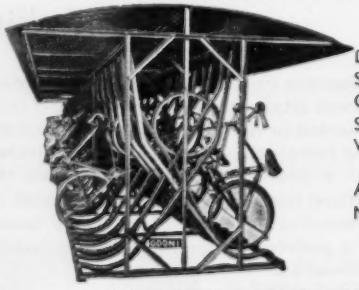

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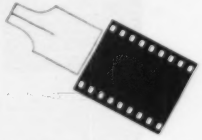

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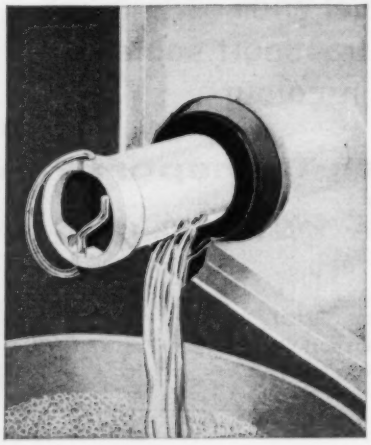

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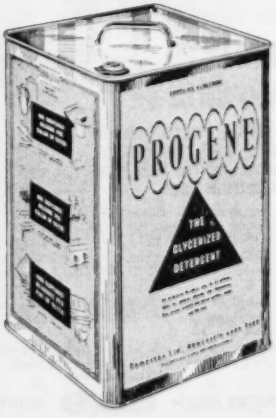

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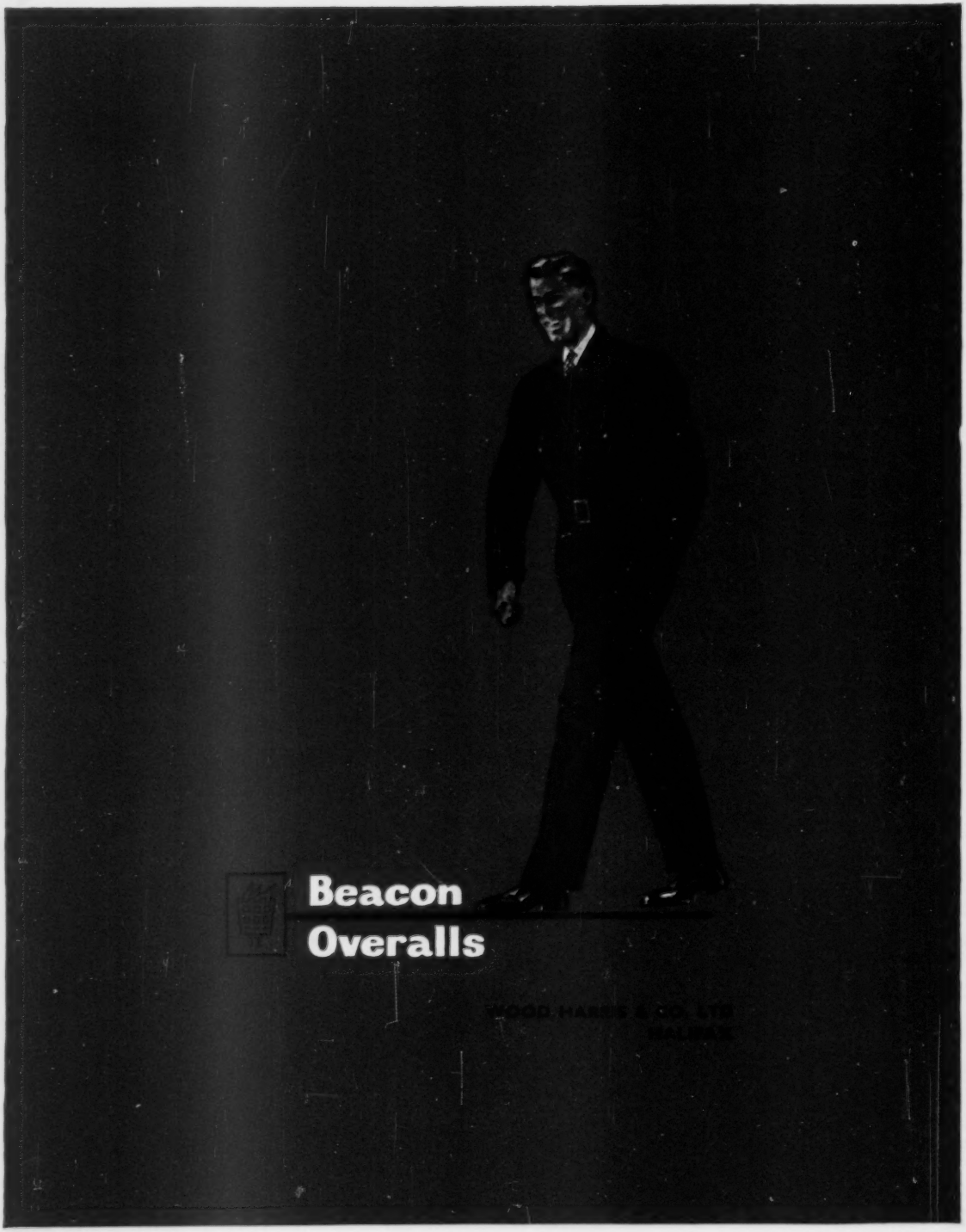
Beacon
Overalls

EXECUTIVE SALARIES-

A NEW APPROACH

George Copeman

Business Publications Ltd.

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EXECUTIVE SALARIES

A NEW APPROACH

The keenest topic among executives today is salary determination. Everywhere they are asking questions. And the reason is not hard to see.

We have a rapidly growing executive group who are demanding more logic in the way their pay is determined. And their employers are equally concerned about how the pay structure should be built. The old rule-of-thumb ideas and methods of determining executive salaries are no longer acceptable.

We need a new concept.* But to understand the shape it should take, we need first of all to look at how and why the executive group is growing, the sort of jobs young executives begin with, and how they climb up the executive ladder.

---

* *First presented by the author in an address to the Institution of Works Managers Birmingham Branch, May 4, 1960.*

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Business Publications Limited

This book has been set in 9 on 10 pt Times,
printed in England by SEDGES PRINTERS
(Typesetting) Limited (Incorporating R. Hesketh Downton)
at East Sedgford, Cornwall, and published
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Limited (registered office: 100 Fleet Street,
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Growth of the Executive Group

My favourite statistic was first revealed to an unsuspecting British audience by Peter Drucker in a broadcast talk on October 23rd, 1958. He then drew attention to the fact that in the United States the salaried group of executive and professional employees was already slightly larger than the group of operating employees in industry. Moreover, it was estimated that by 1975 the salaried group would double again in size while the operative group remained static. Such were the effects of rising educational opportunity and the trend towards automation. More and more people were being needed in the office and less in the factory. More were needed in distribution and professional service, less in actually making things. More people were needed with mental skill, less with manual skill.

In presenting his statistics Professor Drucker was careful to point out that he did not include in the executive and professional group such typical " white collar " workers as clerks and shop assistants. He literally meant executive and professional employees, those bearing management responsibilities for either directing the affairs of industry and commerce or for advising on and initiating its activities.

Boom on the Job Market

The most noticeable outward sign of this development has been the boom in executive jobs advertised in the Press. Some prominent newspapers now carry several pages of these advertisements, and the BUSINESS survey of the executive job market has revealed that between the last quarter of 1958 and the last quarter of 1959 the number of executive appointments advertised increased by two-thirds. A 68 per cent. increase in a market that was already large, all within one year, is quite staggering.

Demand for Fringe Men

What is the significance of the rise of the salaried class? It has meant a very rapid increase in the number of " fringe men " who are required by industry and commerce today—persons who are not directly responsible for producing or selling. They are not, for example, works managers or sales managers. They are responsible for new functions, such as market research, operational research, economic advice, organisation and methods, work study, automatic data processing, staff training and budgetary control.

Thus there has been extremely rapid promotion for many of the younger men earning up to £1,500 per annum.

The £1,500 Barrier

The situation beyond £1,500 per annum is not so simple. Many fringe jobs cannot pay more than that, except in big companies where a major department is required. Hence the commonly accepted phrase " the £1,500 barrier ".

Jobs are necessarily fewer beyond that level, and by the time a man has reached £1,500 he and those of his age group have been sorted out. Thus one comes to a situation where an older man has either broken the barrier, proving himself capable of taking charge of a direct producing or selling function such as works management or sales management, with consequent opportunities for further promotion, or he has remained behind, stuck on a relatively stagnant and frustrating limb.

When they get near the £1,500 barrier, some of the fringe men who have received fairly rapid promotion up to that point, naturally become concerned about the future. But this does them no harm. If they are to make further progress, they must be versatile. They must teach themselves to recognise opportunities for helping to serve their firm's customers better, and adapt their work so that it veers towards the profitable and away from the unprofitable, so that it gives most aid, most attention to those activities of the firm that are proving most worthwhile.

Making the Jump

To take an example, the work study officer who stays to become works manager is not usually the person who becomes bogged down in the professional aspects of work study. Rather he is the man who realises just how much his work study can help works management in every aspect, who in the course of his work study operations gets to know so much about works management, and becomes so interested in it, that he is an obvious candidate when a post as works manager becomes vacant.

I attach great importance to this typical example of how a fringe man, a staff man, crosses over from a specialised function to a position of direct operating responsibility. It helps to explain the never-ending search for security which is one of the most important human motivations—and hence one of the most important executive motivations.

Search for Security

For a business executive the most obvious way to seek security is to become responsible for a direct operating unit which is clearly being run economically and profitably. For example, to be producing goods that the firm can sell at a profit, or to be selling at a profit goods that the firm has made or bought.

The fringe man does not have this type of security. The reports he makes out, such as market research reports, may lead to an increase in the firm's profitability, but by the time the firm makes those extra profits the fringe man's contribution is so intermingled with everybody else's that he can claim little direct credit for achievement.

One way in which a fringe man may seek security is to make a mystery out of his professional skill, to keep his methods of operation as secret as possible and to inflate whenever possible the importance and value of his professional work. But the fringe man who does this, does not help his own career. Nor

does he help his firm. This sort of behaviour is one of the main causes of breakdown in communications within the business firm today.

By contrast, the man who can communicate and does not make a mystery of his professional skill is capable of making the jump from say work study officer to works manager. Moreover, it is quite clear to his superiors that he is capable of making this jump.

What Price for Promotion?

So much for the method of making the jump. How much is it worth? And is the man who jumps up to works manager worth more than the man who jumps up to sales manager? Or is he worth less?

How can equity be established across the firm, between executives doing different types of work? Is it possible to have an equitable salary structure?

These are the questions that are being widely asked today. But I do not think that precise equity can be attained. I do not think it is possible to define equity as between executives performing different functions at relatively similar levels of authority within a firm.

In a world which is changing rapidly, both in its technical and marketing needs, there are steadily less and less jobs for which it is possible to say that there is a " fair wage or salary ". This is particularly true among executives and semi-professional employees. How can one possibly determine a fair salary for a work study officer or a computer programmer if these functions did not exist within the firm twenty years ago, and there is no precise way of measuring the value that those who hold these functions contribute to the firm's total operations?

I believe that the attempts of firms to obtain equity across the board as between various executives are bound to be both futile and phoney.

It is much better to think of salaries as being related to the individuals concerned. This fits the facts. Rarely do two persons in separate departments of a firm but on the same broad level coincide in age and background. On these grounds alone it is ridiculous to try and pay people on the same level similar salaries. A sales manager may be ten years younger or older than his opposite number, the works manager. They are at different stages of development, and nobody can assess precisely their relative contributions to the firm.

Likewise, I believe that similar attempts by professional institutes, when they do a salary survey of members, to try and find out the correct salary level for a job as works manager or personnel manager in a firm of a certain size and type, are bound to be confusing and futile.

Relating the Salary to the Man

For these reasons, in the years to come employers will have to fall back more and more on relating the salary to the man rather than to the job. They will have to consider each individual as someone with a personal salary scale up which he is, if gaining in knowledge and experience, rising with age until he perhaps reaches a peak.

There is of course a recognised peak very early in life for manual workers,

but as the nature of the work becomes more involved and requires longer training the peak moves higher up the age scale until one comes to professional and executive work in which the peak may be in the fifties or sixties.

My own studies for "Promotion and Pay for Executives"* and for the BUSINESS survey of executive salaries† suggest that salaries tend to have a regular rate of growth which is related to the background and personal abilities of the salary holder, and is far removed from the old medieval concept of a static craft rate for the job.

Is there a Formula?

This is confirmed by work done on my own salary tables by Mr. A. L. Minter of Edinburgh. He has plotted the various executives' salaries against age. There are forty-five salary tables in all, eight of which are presented on Pages 13 to 16. But for clarity only four are shown in the graph on page 6.

From these plottings Mr. Minter has evolved the following formula:

$$X = A \times 10^{by}$$

Where X = annual salary in pounds

A = a constant, usually the salary level at the start of one's earning life

y = the number of years since starting to earn

b = another constant for the individual.

Minter considers that the constant "b" varies from about ·036 for an executive making slow progress to about ·088 for an executive making rapid progress. But such generalisations can be misleading. A "b" factor of ·06 will give an executive quite a rapid rate of salary increase and a most successful career, if he can keep up the pace over a couple of decades. It is better to aim at such a figure, and maintain it, than to strive for a higher figure and flop.

It will be noted that Minter's formula is that of a geometric progression, by which the salary increases at a constant rate throughout working life. But in fact I found that the average rate of increase among executives under 40 was 18·6 per cent., while for those 40 to 49 it was 13·2 per cent., and for those 50 and over it was 10·0 per cent. It does seem that most executives experience a decline in their rate of increase in later years. Dr. Elliott Jaques has expressed this‡ in the formula $\frac{Sx+2}{Sx+1} = \left(\frac{Sx+1}{Sx}\right)^{c}$, where c is a constant for the individual.

His studies at the Glacier Metal Company have led him to conclude that for various individuals c varies between 0·83 and 0·98. Only if c = 1, a situation which is approached only by outstanding individuals, would his formula be the same as Minter's, and thus become a geometric progression.

Dr. Jaques allowed for inflation in his studies of salary progress, whereas my own salary tables and hence Minter's formula do not. Thus it seems broadly

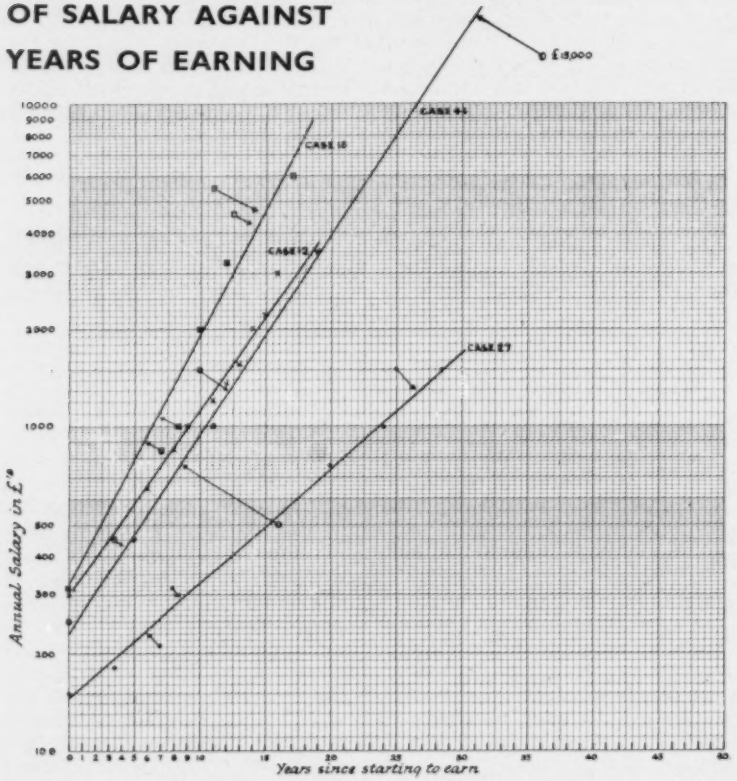
---

* *Business Publications and Batsford. Second Edition* 1960. 35*s*.

† *December* 1959 *issue.*

‡ *In a paper read to the* 1956 *Conference of the Institute of Personnel Management, and reported in the February* 1957 *issue of "Personnel Management & Methods".*

A. L. MINTER'S LOGARITHMIC PLOTTING OF SALARY AGAINST YEARS OF EARNING



HOW TO READ THE CHART:

1. The years since starting executive work are measured along the horizontal, arithmetic axis.
2. Annual salary in £'s is measured along the vertical, logarithmic axis.
3. A curve has been drawn for each of four cases shown in the tables at the back of the booklet.
4. The arrowed lines indicate the direction in which an executive must move in order to get back onto his curve.
5. An arrow pointing south-east indicates that an executive is overpaid and is likely to lose his job or suffer a period of standstill until his age/salary position returns near to his curve.
6. An arrow pointing north-west indicates that an executive is underpaid, possibly frustrated, and likely to move to a better-paid job.

true that if one allows for inflation, the typical salary progress curve will be concave downwards,* showing a decreasing rate of progress throughout working life, noticeably so in later years. But if the general trend of prices is likely to continue upwards, and if one does not allow for price changes, then Minter's formula may be of some use in short-term plotting and calculation of salary progress. Even more important than any formula is the concept behind it—the Concept of Personal Salary Progress, on which so much of today's business incentive depends.

An executive ignores the concept of salary progress at his peril. If, for example, he persistently underestimates his subordinates they are likely to become frustrated and leave him. It has been shown again and again that when an executive's salary falls persistently below the line of his own salary curve, as plotted from Minter's formula, he does in fact leave and get a better paid job.

Another lesson from the concept is that the man who is mistakenly promoted well above his true worth, can rarely get away with it. Again and again the plottings show that he is dismissed from his post and has to start again at a salary nearer his graph line. The very least that is likely to happen to him is stagnation of salary until the progress of time brings him back to his salary line.†

What is the margin of error in these calculations? Minter considers that one should allow up to three years either way. That is, if a man is as much as three years underpaid, he will very likely leave the firm. Or if he is as much as three years overpaid, he will very likely fail on the job.

This is a wide margin. But one must bear in mind that the pursuit of an executive career is a long-term matter. Nobody can put precisely the right value on any executive at any time, and no executive of promise should be endeavouring to calculate his correct salary to within a year—or say to within one or two hundred pounds at the junior and middle levels. It is only when he feels he is more than a year wide of the " correct " mark, possibly two or three years, that there should be serious cause for concern.

How to use the Formula

One important reason why salary calculations cannot be precise is that the original salary taken into account may be " accidentally " high or low. For this reason, anyone using Minter's formula is wise to ignore starting salaries, particularly apprentice, training and clerical salaries, and take as a base year a date when the executive has truly begun on the path of responsibility. Better still, take the average of three consecutive years, and count the middle year as the base.

I have, of course, found executives using the formula the wrong way round, giving themselves an arbitrary " b " value and trying to calculate what they should be earning. In fact the formula should be applied to a period of at least ten years of salary earnings, in order to calculate the " b " value. One can then use the formula to plot the likely salary progress in years ahead.

---

* *Jaques has drawn a whole family of curves, available as " Earning Progression Data Sheets " from Tavistock Publications. His curves, following Gompertz Law, are of different degrees of steepness, roughly corresponding to the different " b " factors of executives.*

† *Similar points were made by Wilfred Brown, Chairman of Glacier Metal, in a paper read to the British Institute of Management, 3/12/59, and reported in the June, 1960 issue of " The Manager ".*

A possible danger from doing this lies in the too easy assumption that just because the formula says one is going to earn more in the years ahead, it will automatically happen. Anyone who foolishly assumes this and relaxes his endeavours is in for a rude shock. There is no certainty that he will ever earn more salary, and he may even be demoted or dismissed.

Relaxing his efforts means decreasing his " b " value, because he becomes a different person, as an executive.

While the formula brings with it the possibility of misinterpretation in this way, causing a drop in " b " value, it also brings the possibility that an executive who is strong in other respects, but lacks drive, will on finding that his " b " value is disappointingly low increase his endeavours and build up a higher " b " value.

I am quite certain that some executives, given the shock of a low " b " value, can increase their drive and improve their performance in a number of ways. But there seems to be a limit to this self-improvement. It is widely recognised that a man's basic character traits are formed in his early years and cannot be drastically re-shaped.

Proprietorial Income

Profit-sharing or commission bonuses paid to executives will, of course, distort any attempt to apply Minter's formula. These bonuses introduce an element of " proprietorial income " into the salary scale. Minter's formula does not and cannot apply to the rewards of business enterprise, as paid to proprietors. These rewards can vary widely between very large profits when customers are eagerly wanting a firm's products, to losses when business falls off or costs get out of hand. The rewards paid to most executives, for the growth and development of their experience, are a quite different kind of payment.

The Concept of Personal Salary Progress, and as a rough short-term measure, Minter's formula, can be applied only to those executive positions where there is no easy or direct relationship between individual effort and the success of the enterprise. But wherever it is possible to trace a direct connection between effort and achievement, it is of course better to pay the responsible executive an income which is at least partly of a proprietorial nature, varying with the success of the enterprise.

For this purpose, a shareholding stake for executives is particularly suitable. Its broad incentive value, and the size of stake needed, have been most aptly described by Mr. Crawford H. Greenewalt, President of E. I. du Pont de Nemours & Co. Ltd., in a chapter on how executives may develop " the owner's eye ", in his book " The Uncommon Man ".‡

" When we look for personal responsibility, we must come back to management as the institution whose interest is direct and intimate. The most effective way to preserve it, I think, is to find means of continuing the vital and energising force of owner-management.

" Obviously, ownership will continue to be diffuse. The capital requirements of the modern corporation and the trend of the times are such that no individual will own more than a small percentage. But so long as management is participating to some extent, the result should be good.

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‡ *McGraw-Hill*, 1959.

" I have often been asked how ownership by a corporate executive of a few hundred or a few thousand shares of the millions represented in most large corporations can qualify under the classification of ' owner-management '. It is true that such holdings are a tiny fraction of the total, but the important thing, it seems to me, is not the percentage of outstanding shares held, but the attitude which ownership of a substantial shareholding induces.

" The precise stage at which this owner-attitude takes over varies, of course, with the individual. As good a definition as any, I think, is that men begin to think like owners when the income from their stock equals or exceeds the amount they may be looking forward to in retirement pay. It is then that the long-term view takes over and the individual begins to identify his own future interests with those of the corporation."

This concept of Mr. Greenewalt's gives us a clear view of a suitable dividing line between the incentive effects of executive salary progress and the incentive effects of share ownership. I believe that both incentives should be used whenever possible, and have argued elsewhere* that a stake in the equity is even more important for executives than for operating employees.

In some respects the salary-progress incentive is more important in the early years of a career, and the equity-owning incentive should be more important in the later years. By and large, in the first half of his career an executive is developing himself and his abilities, and hence is mainly interested in reward by salary progress. In the later years there is less scope for self-development, and he should identify himself with and concentrate his full attention on the development of the firm that employs him. Hence whenever possible his salary should be supplemented by a form of remuneration that gives him a stake in the equity.

These two incentives are so different that they need to be clearly separated and considered apart. If any profit-sharing element is included in a salary, it will, of course, distort attempts to apply Minter's formula. It will equally make a nonsense of Dr. Jaques' formula.

The Two Incentives

By and large this is good, because Jaques' formula, though broadly true of life's progress for most executives, is for that reason depressing. The idea that in the later years of a career one is likely to make less and less progress, is hardly calculated to provide maximum inspiration or incentive. But this thought can be sweetened if, in all possible cases, executives are able to enjoy some additional remuneration during the second half of their careers, by way of a proprietorial-type income. That is, at the time when they are beginning to find self-development less possible and less profitable, their main attention should be attracted to the prospects and profits from effective teamwork, making the firm grow and winning extra rewards thereby.

From the age of 40 or 45 onwards, when in any case it is more difficult to change jobs and an executive is likely to think of settling down, his main attention should turn from the more selfish pursuit of his own career to the less selfish

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* *See " The Challenge of Employee Shareholding " (Business Publications and Batsford, 1958).*

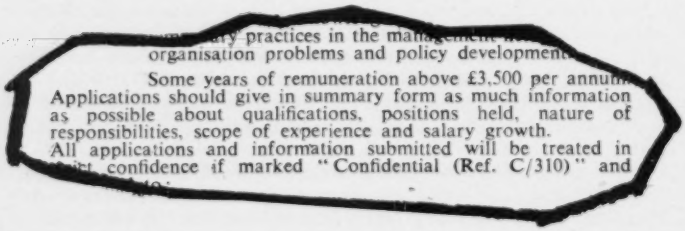
pursuit of the firm's career, with which he will increasingly identify himself. Pension schemes partly achieve this identification of interest, but a more direct form of proprietorial income, involving the ownership of some shares, can do it better.

Significance of the Concept

I have explained the new concept of executive salary growth partly in terms of Minter's formula, because it is straightforward and precise. But the valuing of human beings can never really be so precise, and all sorts of personal factors have to be taken into account.

I think that in practice the formula is not nearly so important as the concept which lies behind it, that an executive's salary is a personal matter relating to his personal progress and not necessarily related to the salary of any previous incumbent of the same job, or to the salary of any colleague on a similar level of authority. Many employers subconsciously recognise this now, and the

Note the significance given to RECORD OF SALARY GROWTH in this extract from an advertisement by a TOP CLASS FIRM for a TOP CLASS MAN.


practices in the management
organisation problems and policy development.
Some years of remuneration above £3,500 per annum.
Applications should give in summary form as much information as possible about qualifications, positions held, nature of responsibilities, scope of experience and salary growth.
All applications and information submitted will be treated in confidence if marked "Confidential (Ref. C/310)" and

executive employment agencies do so explicitly. Their advertisements emphasise the type of man they seek rather than his expected job status, and they know that the sort of applicant they get will depend on both the salary offered and the age range sought. So they specify both.

In other words, they try to find a man with a certain level of "b" factor, and hence a certain salary/age combination. They know that, for example, to recruit a man aged about 40 with a fairly high "b" factor, they may have to offer say £3,000 or more salary, while to recruit a man of the same age but a lower "b" factor, a salary of £2,000 or less may be adequate.

I believe that once it is explained to them, executives will appreciate the advantages of having their salaries determined by personal abilities and progress rather than by the notion of a rate-for-the-job.

The Level of Work

It is because his concept of salary determination is tied to the notion of the rate-for-the-job, or as he describes it, the "level of work" that I cannot go along with Dr. Elliott Jaques. His extensive studies of employee remuneration at the Glacier Metal Company included manual workers as well as executives, and so it is understandable that he should be interested in the "level of work". But

though I am greatly indebted to Dr. Jaques for much of the important new thinking in his book " Measurement of Responsibility ",* I do not think he has yet established a satisfactory relationship between pay and level of work.

He relies heavily on his new concept, " the time span of discretion." He considers that a job may be broken down into two elements, the prescribed and the discretionary. An employee is paid nothing at all for the prescribed element, that is, for doing the things about which he is given definite instructions or limits. He is paid solely for the discretionary element, that is for exercising judgment within the instructions and limits imposed on the job. The higher the job, the more latitude for discretion, and Dr. Jaques interprets this latitude in the temporal sense. The higher the level of work, the longer the interval between necessary interventions by a supervisor, to ensure that over a period the job will continue to be done satisfactorily.

So far Dr. Jaques seems fully tied to the rate-for-the-job. In theory, a person with a university degree and a lot of successful experience receives no more pay than a less educated, less experienced person occupying a job with a similar time span of discretion. But in practice the more capable and more experienced person can exercise discretion over a longer time span. In Dr. Jaques' own words: " As the individual grows and develops, he becomes capable of tolerating for increasingly long periods of time the uncertainty arising out of committing himself to a course of decisions."† And in running a business, this has obvious implications for planning ahead.

The development of the abilities of an executive over a period of years, as described by Jaques, fits in with the description on page 3, but on the matter of payment, Jaques admits that his analysis " takes seriously the notion of the rate for the job "‡, as well as " the matter of an individual's capacity ".‡

Dr. Jaques is writing further on this, but I have yet to be convinced as to how he can satisfactorily measure the " level of work " of a particular post, and hence its " time span of discretion ". I do, however, find it possible to look up a man's salary progress record and plot his rate of progress. I believe that the best incentive for an executive under 40 or 45 is to be paid for his rate of personal development, rising in salary faster or slower, according to the speed with which he knuckles down and masters the tasks put before him. Above 40 or 45, I believe the best incentive includes a share in the proprietorial income, on top of his salary. Neither of these incentives seems to fit in very well with Jaques' concept of the " level of work ".

Annual and Triennial Reviews

The Concept of Personal Salary Progress suggests that it is possible for an employer to determine a fair annual rate of salary increase for each executive, assuming that the man increases steadily in ability, and in the sort of experience and sense of responsibility that make his ability usable.

This does not mean automatic rises in salary year after year. Most executive posts require from two to four years' experience for the new man to become well established.

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* *Tavistock Publications*, 1956.
† *Page* 90, *Ibid.*
‡ *Page* 126, *Ibid.*

I therefore recommend a system of thorough triennial reviews separate from the usual annual salary reviews.

When a man is given a new appointment, annual increases for three years should be possible, subject to progress.

A triennial review would determine whether he was ready for further advancement or should slow down his rate of salary increase, or even stop receiving increases.

A man suddenly promoted to higher responsibility should be awarded a temporarily faster rate of annual increase rather than an arbitrary jump in salary. It should be explained to him that he hasn't earned the right to receive immediately the same salary as more experienced men on the same level of authority, but he has earned the opportunity to go up faster in salary for the next few years, if he works well, than he would have done if the new appointment had not materialised.

This concept of a personal salary scale and a personal rate of progress is much more realistic than the various recent attempts, mainly in America, at salary structuring, fixing an arbitrary minimum and maximum on each job. It is an exercise in self-deception to try and fix arbitrary values for executive jobs, and it is dangerous, for it throws all the emphasis on status and envy, when in fact the emphasis should be on personal progress.

Personal Salary Progress

The new concept of Personal Salary Progress means " Goodbye " to the old medieval mumbo-jumbo of " the rate for the job ". This gets the trade unions into enough trouble but is absolute nonsense for executives.

It is now possible to draw salary progress charts for executives and to motivate their behaviour in terms of normal, above-normal or sub-normal adjustments to their rate of progress. The executive who is striving to get ahead should not ask himself " Am I getting as much as the other man? " but " Am I advancing as fast as the other man? ".

Employers will still find occasions when some deference must be paid to the old notions of equity as between similar job positions, because employees are apt to talk about their salaries. In any case, there are some executives and staff who, because of their work on the accounting or personnel side, know many of the salaries paid.

Employers will still have to defer to market movements, raising the salaries of scarce types of executive or qualified employee faster than other salaries.

Employers will also find it wise, wherever possible, to introduce an element of proprietorial income into an executive's salary, paying him a bonus or giving him a stake in the equity, so that his efforts are directly rewarded when profits rise.

But underlying these three immediate factors is the basic long-term need to recognise the steady development in ability of executives over the years as they gain in experience, and to reward them with increases in salary that reflect their own personal rate of progress.

Case 10

Age 36
Income £1,600
Branch Manager
F.C.I.I.

AGE	TITLE	INCOME
		£
18	Clerk	60
19		80
20		150
21c	R.A.F.	
22	.	
23	.	
24	.	
25	Flight Lieut.	
26c	Clerk	300
27	Sales Rep.	350
28		.
29		450
30c	Sales Rep.	750
31		.
32		850
33	Area Sales Mgr.	1,050
34		1,150
35		.
36	Branch Mgr.	1,600

b = ·073

Case 12

Age 36
Income £3,000
Managing Director
M.I.Mech.E.

YEAR	AGE	TITLE	INCOME
1924			
1925			
1926			
1927			
1928			
1929			
1930			
1931			
1932			
1933			
1934			
1935			£
1936	16	Apprentice	20
1937	17		.
1938	18		.
1939	19		.
1940	20		78
1941	21	Eng. Asst.	300
1942	22c	Army	
1943	23	.	
1944	24	.	
1945	25	.	
1946	26	Major	
1947	27c	Co. Liaison Off.	650
1948	28		850
1949	29	Export Mgr.	1,000
1950	30		
1951	31	P.A. to Chief Exec.	1,200
1952	32		1,350
1953	33	Works Mgr.	1,650
1954	34		2,000
1955	35	Dir. & Gen. Mgr.	2,200
1956	36	Man. Dir.	3,000

b = ·074

These tables are extracted from " Promotion and Pay for Executives " by George Copeman (Business Publications and Batsford) 2nd edition 35s.

Case 14

Age 38
Income £1,650
Personnel Manager
B.Sc.

AGE	TITLE	INCOME
		£
21	Army	
22	.	
23	.	
24	.	
25	.	
26	.	
27	Captain	£
28c	Personnel Mgr.	500
29		.
30		.
31		.
32		.
33		.
34		.
35	Personnel Mgr.	1,250
36		.
37		.
38	Personnel Mgr.	1,650

b = ·052

Case 17

Age 40
Income £3,000
General Works Manager
B.Sc., M.I.P.E., M.I.I.A.

YEAR	AGE	TITLE	INCOME
1924			
1925			
1926			
1927			
1928			
1929			
1930			
1931			
1932			
1933			
1934			
1935			
1936			
1937			£
1938	22	Clerk	90
1939	23	Scientist	312
1940	24	Production Exec.	520
1941	25		.
1942	26		.
1943	27		780
1944	28c	Research Scientist	750
1945	29c	Prof. Partner	1,000
1946	30		1,400
1947	31c	Works Mgr.	750
1948	32		1,250
1949	33		.
1950	34		.
1951	35		.
1952	36		.
1953	37		.
1954	38		.
1955	39		.
1956	40	Gen. Works Mgr.	3,000

b = ·058

Case 18

Age 40
Income £6,000
Managing Director

AGE	TITLE	INCOME
		£
17	Messenger Boy	39
18	.	.
19	.	.
20	.	.
21	.	.
22	.	.
23	Account Ex ..	312
24c	Army	
25	.	
26	.	
27	.	
28	.	
29	Captain	
30c	Asst. to Man. Dir.	650
31		
32	Gen. Mgr.	1,000
33c	Man. Dir.	2,000
34		5,500
35d	Marketing Dir.	3,250
36	Man. Dir.	4,675
37		.
38		.
39		.
40	Man. Dir.	6,000

b = ·075

Case 27

Age 46
Income £1,500
Sales Manager

YEAR	AGE	TITLE	INCOME
1924			
1925			£
1926	16	Library Asst.	39
1927	17c	Lab. Asst.	65
1928	18		150
1929	19		.
1930	20		.
1931	21		180
1932	22c	Small Business Man	Failed
1933	23d	Progress Clerk	78
1934	24		.
1935	25	Invoice Clerk	208
1936	26	Branch Office Mgr.	312
1937	27	O/S Branch Mgr.	1,800
1938	28		
1939	29		
1940	30c	Army	
1941	31	.	
1942	32	.	
1943	33	.	
1944	34	.	
1945	35	Major	
1946	36c	O/S Area Mgr.	3,000
1947	37		
1948	38	Sales Supvr. in H.O.	750
1949	39		.
1950	40		.
1951	41		.
1952	42	Asst. to Sales Dir.	1,000
1953	43	Sales Mgr.	1,500
1954	44		
1955	45		
1956	46d	Sales Mgr.	1,500

b = ·061

Case 41

Age 54
Income £4,000
Director and Secretary
A.C.A.

AGE	TITLE	INCOME
20	Articled Clerk	
21		
22		
23		
24		
25		£
26c	Accountant	400
27	Branch Chief Acct.	500
28		
29		
30		
31		
32d	Chief Account.	650
33		.
34		900
35		.
36		.
37		.
38		.
39		.
40		.
41		.
42		.
43		1,500
44c	Chief Account.	2,250
45	Secretary	.
46		.
47		.
48		.
49		.
50		.
51	Dir. & Sec.	.
52		.
53		.
54	Dir. & Sec.	4,000

b = ·050

Case 44

Age 56
Income £15,000
Managing Director

YEAR	AGE	TITLE	INCOME
1914	14	Clerk	£21
1918	18	Army	
1919	19		£
1920	20	Sales Rep.	250
1922	22		
1923	23		
1924	24c	Sales Mgr.	450+Com.
1925	25c	Sales Mgr.	450+Com.
1926	26	Sales Dir.	
1927	27		
1928	28		
1929	29		
1930	30c	Sales Mgr.	1,500
1931	31d	Sales Mgr.	1,000
1932	32		
1933	33		
1934	34		
1935	35		
1936	36c	Man. Dir.	500
1937	37		.
1938	38		.
1939	39		3,500
1940	40		.
1941	41		.
1942	42		.
1943	43		.
1944	44		.
1945	45		.
1946	46		.
1947	47		.
1948	48		.
1949	49		.
1950	50		.
1951	51		.
1952	52		.
1953	53		.
1954	54		.
1955	55		.
1956	56	Man. Dir.	15,000

b = ·049

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